

PRINTERS' INK

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A JOURNAL FOR ADVERTISERS

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VOL. CXX, No. 10

NEW YORK, SEPTEMBER 7, 1922

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B. A. I. S. 1920 with
N. W. Ayer & Son

College of Business
BOSTON
UNIVERSITY

A New Link

SHADES of the ancient guild masters, craftsmen in jewelry! We picture them pacing the far shore of the Styx, gnawing ghostly fingers in regret that secrets discovered by their present successors were never theirs.

For instance, how they must envy the supreme cleverness by which the artisans of the R. F. Simmons Company, in Attleboro, Mass., draw precious metals over a durable, less costly base and from this wondrously rich material, of surpassing strength, construct plain but handsome watch chains, or rare designs of exquisite beauty and delicacy of workmanship.

Hidden in every product is a selling presentation, unique and powerful. Quality, workmanship and character are basic, but in the diversity and economy of Simmons Chains we found a special sales appeal—several chains per man, each different and particularly appropriate for changes in dress, all at the price of one of pure metal.

To find the joint in sales resistance is part of our work.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK
BOSTON

PHILADELPHIA

CLEVELAND
CHICAGO



THE INTER-
RUPTING IDEA

Our famous clients are famous because~

- they advertised
- they advertised the truth
- they advertised in an interrupting way
- they advertised interruptingly uninterruptedly
- they advertised.

In every line there is a leader. In many lines this leader is a Federal client.*

They

*"Put it up to men who
know your market."*

*If you haven't realized this, send for
a list of Federal clients.

FEDERAL
ADVERTISING AGENCY INC.
6 East 39th St  New York

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PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXX

NEW YORK, SEPTEMBER 7, 1922

No. 10

How Goodyear Has Reduced the "Turnover" in Its Sales Force

Method of Selecting Candidates Which Eliminates the Unfit in Advance, and Increases Efficiency

By Roy W. Johnson

"WE know positively," says R. C. Elliott, Manager of the Employment Division of the Goodyear Tire & Rubber Company's Sales Personnel Department, "that the turnover in our sales force for 1921 was much the lowest in the rubber industry." The actual percentage figure is held in confidence, hence cannot be quoted; but the foregoing assertion is made without qualification, and summarizes in rather striking fashion the results obtained from a careful and systematic method of selecting candidates for sales positions which has been in operation since 1918. The problem of sales force turnover (in popular terms, the hiring and firing of salesmen) is common to most lines of business, and the methods of selection employed by the Goodyear organization are worth careful study. They are also capable of adaptation to almost any industry.

Nobody needs to be told, of course, that it costs money to train and equip a new salesman. Large concerns estimate this cost at anywhere from \$500 upward. And when we have, as not infrequently happens, a procession of half-a-dozen men hired in succession for the same position, only to fail in equally prompt succession, what it does to the annual personnel turnover is quite obvious. A recent survey conducted by the National Association of

Corporation Schools indicates that turnover figures of 100 per cent, 150 per cent, and even higher, are not at all uncommon. That is due in part, no doubt, to the practice of sending out salesmen with insufficient training, but in the great majority of cases it results from the careless selection of men in the first place. The square peg in the round hole works no better on a sales force than anywhere else and no amount of preliminary training will make a steady producer of a man who is temperamentally unfitted to work in harmony with the rest of the organization.

The old rule-of-thumb methods of hiring salesmen largely on their record of past performances perhaps in totally different lines and different surroundings is therefore gradually passing out. The fact that a man has made a good record selling hosiery or toilet goods is not in itself a final indication that he will be an acceptable representative for the automobile manufacturer or the producer of high-grade jewelry. Men are not so often hired by telegraph on the basis of a representation by some branch manager that he has a chance to grab off the star producer for a competitor. It is coming to be realized that such qualities as honesty, steadiness of purpose, resourcefulness, capacity for teamwork, liability to discouragement, good temper,

and even heredity are of major importance in determining the value of a salesman, and that these cannot commonly be judged by a record of past performances or even by a single interview. Everybody knows, moreover, how little can really be learned by writing to a man's past connections, except by way of confirmation of one's own judgment.

For these reasons concerns like the Goodyear Tire & Rubber Company, employing upward of a thousand salesmen, are coming to place more and more emphasis upon methods of selection which will so far as possible eliminate the unsuitable candidates in advance. It is far better to spend \$50 worth of the company's time determining that a man is unfit for its service than to sink an investment of many times that sum in training and equipment, only to repeat the process when the man quits or is fired at the end of a month or two. These methods result, it should be noted, not merely in eliminating the unsuitable applicants, but also in raising the tone of the whole sales force, as will appear later.

HOW THE SYSTEM WORKS

The Goodyear system, as already stated, was inaugurated in its present form in 1918, though it had been in the process of evolution for some time prior to that. Generally speaking, the fitness of a candidate is determined upon the basis of information collected from four distinct sources: (1), the opinions of at least three interviewers among the company's executives; (2), a questionnaire filled out by the applicant himself; (3), letters from previous employers, and (4), a rigid medical examination. When this information is available it is possible not only to gauge the ability and the character of the applicant with reasonable accuracy, but also to judge as to whether or not he would be likely to "fit in" with the organization.

The company requires at least three distinct and independent interviews for the purpose of elimi-

nating the "personal equation" so far as possible. Each interviewer fills out a form on which the candidate is rated by the point system according to his Personality, Education, Intelligence, Practical Experience, Executive Ability and Adaptability to the Goodyear Organization. There are five ratings under each heading—ranging from Very Good, which scores 10 points, to Very Poor, which scores only 2—and interviewers are asked to record both the first and last impression of the candidate in the proper column. Thus, in a typical example, the first impression of a candidate's personality scores 8 points, but at the end of the interview this has dropped to 6; under Education, the first is 6, and the second 10; Intelligence also is 6 and 10; Practical Experience at first impression is 10, but drops to 4; Executive Ability is rated first at 6, and second at 8; Adaptability starts at 8 and drops to 4. If the impressions recorded by the other two interviewers agree substantially with this, the employment director has a pretty clear idea of the man he is dealing with. At the bottom of the sheet the interviewer is asked to state definitely whether or not he would recommend that the candidate be employed; for what other position he believed him qualified, and what reasons he has for believing that the applicant is of the distinct sales type.

On the back of the form, the following instructions serve as a guide for filling in the ratings:

I. PERSONALITY: Consider appearance, tact, co-operative spirit, self-confidence, physique and bearing.

II. EDUCATION: Consider high school, practical experience with this company or elsewhere that would add to his educational qualifications. Base reports on facts brought out during interview and any other data. Here 10 represents a highly educated individual having the full equivalent of a good M S or M A degree or—a B S or similar degree from a high-grade college—8 a B S or similar degree from a college of less worth—6, a high school graduate—4, a grammar school graduate. The intermediate grades are to be used for indicating additional education of special kind. When grades are raised on account of correspondence or home study, the actual value of this study

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Good cooks use lots of milk

Borden's

EVAPORATED MILK



You can get Borden quality at the same price you pay for ordinary brands —

Pure country milk with the cream left in

The advertising for the Borden Company is prepared by this agency

THE H. K. McCANN COMPANY

Advertising

NEW YORK CLEVELAND SAN FRANCISCO TORONTO



should be considered. *Do not confuse education and experience.*

III. INTELLIGENCE: Consider general intelligence, breadth of view, ability to grasp problems you present and to discuss them, thoroughness, foresight, and mental alertness.

IV. PRACTICAL EXPERIENCES: Consider all written or oral data presented on past performance and positions occupied—in detail.

V. EXECUTIVE ABILITY: Consider his ability to plan, to reach conclusions promptly, to handle men successfully, to meet emergencies, his energy and initiative, and degree of supervision he requires.

VI. ADAPTABILITY: Consider how he would fit into the general scheme of the Goodyear organization; including, among all other things, the items of co-operation, loyalty, enthusiasm and flexibility.

REMARKS: Note everything of interest, such as appearance, habits, manner, experience, and accuracy, and if a trial or test of any kind is given, note the speed or other quality developed.

Each candidate is required to fill out an application blank and questionnaire, and to supply a photograph of himself. This includes information in detail as to the applicant's physical condition, education, selling experience, and reference, together with such personal inquiries as "Have you been able to save any money?" "Have you any debts past due?" "Can you give bond?" "Has bond ever been refused?" etc. "If, for any reason," says a note, "applicant prefers to make personal explanation in answer to any question above, it will be satisfactory."

The final question is in the form of a test problem. "Two equally representative dealers are located at X, a town of 10,000 inhabitants. Number one is already handling Goodyear products and objects to your selling the other. We have not, at any time, indicated to dealer number one that we would not sell another dealer in his town. (Our policy is to have broad representation.) We want to sell the second dealer. What arguments would you present to dealer number one to carry out the company's policy, which is to secure full representation with reliable dealers in each town?"

There is an additional questionnaire which is used in doubtful cases, or where men apply by mail, or in person to one of the com-

pany's branches. This form, in addition to requesting the usual statistical information concerning education, experience, etc., includes such questions as the following: "How do you handle your household expenses?" "In reading the daily papers what do you read first?" "What besides pay is important to you in a job?" "What is your ultimate ambition?" "What employees of this company do you know?" "Why is salesmanship your choice of employment?" "About what percentage of success in selling do you attribute to territory? Why?"

Information from the applicant's previous employers and business reference is secured by the following letter:

Mr. of..... has filed an application with us for a position as.....

Having had a personal or business acquaintance with him, you are no doubt in position to give us information and opinions which would be helpful.

We are interested not only in hearing from you about the desirable qualifications Mr. may possess as to business ability and integrity, but we also sincerely desire a frank statement concerning any handicaps he may have in the way of personal characteristics or traits of character that stand out prominently in your estimation of him as a result of your acquaintance or business dealings.

Please do not feel that any such statements will of themselves prejudice Mr.'s opportunity to connect with us, but rather they will enable us to determine more intelligently his fitness for the particular work for which he is being considered.

The attached form serves as a convenient means of securing the information which we most desire. We appreciate that this entails a reference to records, also considerable thought and attention to what might be considered detail. For you to acquiesce in this request places us under obligation, but unless we have a thorough understanding of the applicant we cannot be fair either to him or to the company, in the negotiations now under way.

We will consider your reply a business courtesy and assure you it will be held in strictest confidence. We should be glad of the opportunity to reciprocate at any time.

We enclose stamped and addressed envelope for your convenience in replying.

The form referred to is so arranged that most of the information desired may be given by merely making a check mark in

(Continued on page 166)

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NEEDLECRAFT MAGAZINE

These facts prove sub-
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"One Woman Tells Another"



Member A. B. C.

Fitting the Copy to the Medium

Williams' Shaving Cream Talks to College Students in Their Own Language

A CERTAIN habit in telephone conversation has a definite similarity to a trend in copy which is becoming more general.

The bell rings in the back office behind the glass partition, and the busy official, turning for a moment from his morning's mail, takes down the receiver and says, "Who is this, please?" And it makes quite a considerable difference in the way he carries on his conversation, whether the man calling him up is a salesman trying to sell him some oil stock, the dentist whose bill is overdue, his son long distancing from college or his biggest customer renewing a contract.

There was a time in copy writing when one piece of copy was supposed to be a finished work of art, capable of being used with equal success in a boy's magazine, a camper's magazine, a publication going almost exclusively to housekeepers and one going to factory workers. And just as a sales manager with previous selling experience back of the counter has been unable to find one line of selling talk which would serve for every one who came into the store, so copy has, more and more, come to appreciate the peculiarities of the readers in each field—their likes and dislikes—and has tempered its talk to the audience.

A single piece of copy for all prospects has gone the way of many other things which have been discarded in the business of advertising. Even at that, a telephone conversation with the prospect to be sold, a checking up on the question "Who is this, please" would help a lot, even today. It would save some manufacturer shipping electros to New Orleans, featuring felt hats when straws have been worn for weeks.

Today, in the case of a food product, instead of having one piece of copy for all mediums, it is very likely that in a publication

being read by campers an outdoor scene will be pictured and described. A boys' publication will show a young man on a Saturday afternoon hike with some of his companions and the article featured. The housewife will be addressed in terms of a really successful luncheon, and the factory

When H₂O Isn't Water

"GENTLEMEN" said the Chem. Prof., at the end of the term, "You'll probably remember only one thing of all I've tried to teach you. And that is that Water is H₂O — and then you'll be wrong."

Even shaving soap isn't always shaving soap. A correct shaving preparation like Williams' Shaving Cream must do a lot more than simply make a lather.

—It must be generous with its lather. It must be thick and creamy in cold water or hot.

—It must hold its moisture. Williams' will not "freeze" dry on your face.

—It must soften your beard right down to the very roots.

—It must prepare your face for quick, gentle shaving. Williams' is so pure and wholesome that it actually helps the most tender skin.



Williams' Shaving Cream

H₂O WHICH HAS SUCCEEDED AQUA PURA OF HIGH-SCHOOL DAYS USED AS AN ATTENTION-GETTER

worker will be shown eating his midday dinner. Every illustration and the copy in each case is directed to a specific class. This increasing tendency to intensive effort in copy and consideration of each class of prospect as certain little areas of trade is well shown in the recent Williams' Shaving Cream copy running in a list of college undergraduate publications.

The undergraduate in college goes to classes. When somebody talks of a "chem. prof." he knows what is meant. He is interested

"Surveys" of cities where the "Survey" is paid for by one newspaper, generally produce a Niagara of figures and a light dew of actual conditions.

"Ask the man who owns one"—a Department Store in Brooklyn—which newspaper in Brooklyn is most alive, progressive and valuable to an eager business man.

The Standard Union hires no surveyors.

R. R. Hurlburt

in athletics, chapel cuts, recitation cuts, and good times. In its recent advertising Williams' Shaving Cream has talked to him in his own language. One advertisement says, "First Down—60 Years to Go! The Football Rules Committee can abolish a lot of things. But they can't legislate against having fun while you're shaving. Tackle that generous tube of Williams' Shaving Cream from the Freshman's First Down to the Senior's hardy whisker defense, Williams' rich lather smoothes the way. Football is near at hand and the season for good shaving is on all the time—if you use Williams'. It softens and lubricates your skin and leaves your face refreshed—clean—invigorated." The illustration shows the tube being squeezed on a brush, with the invitation in italics beneath, "Try it—tomorrow before chapel."

Another one, leaving football, goes into the language of the classroom. "Face Flora," says the heading. "Whiskers is inelegant. If a Professor taught a course in Whisker Crops and their Removal, he'd probably call them Face Flora. Is there an easier way to remove them—the whiskers, not the profs.?" And then follows some plain reasoning addressed to undergraduates in terms of the classroom. And so on through the whole series—one of which asks the undergraduate whether men lathered with Soapstone in the Neolithic Age; another one advises them to "tack an M. Sh. After Your Name," and asks the undergraduate to imagine a course without profs., without study, without examinations, but with a degree awarded after the first lesson.

This of course was the Williams' Course in Shaveology. It suggested that "one trial of Williams' Luxury Shaving Cream and you are an M. Sh.—a Master of Shaveology."

"What's this—No More Cuts?" and "Alumni Recall That Annual Physics Joke" were headings on other pieces of copy.

It seems logical to believe that if you tell a college undergradu-

ate that cavemen had whiskers, and then that one day John W. Troglodyte hacked them off with a hunk of sharp bronze and discovered that men had faces—then tell them that Jones of the class of 1877 used Williams' and now Jones of the class of 1922 uses Williams' Shaving Cream—he will listen better than if he were told that a salesman will sell more goods if his face shines like the morning sun, or were addressed in terms which would interest a member of the United Mine Workers of America.

"Who is this, please?" would seem a good phrase to remember when writing copy for any specific class of ultimate consumers.

Edmund J. Ryan with Hulscher-Rothenburg, Inc.

Edmund J. Ryan has become associated with Hulscher-Rothenburg, Inc., New York advertising agency. He was formerly sales, merchandising and advertising manager of Lord & Taylor, New York, and other large stores and later engaged in the advertising agency and financial fields in sales and advertising capacities.

Charles H. Beebe in Agency Work

Charles H. Beebe, formerly advertising and sales promotion manager for the Standard Oil Company of California in Fresno, has joined the affiliated advertising agencies of K. L. Hamman—Advertising, Oakland, and Johnston-Ayres Company, San Francisco, as head of the merchandising department.

Newspaper Changes in Fort Wayne

The *Evening Press*, of Fort Wayne, Ind., has been merged with the *Journal-Gazette*, which will continue to be published as a morning paper. The *Evening Press* will be suspended.

The Sunday edition of the *News Sentinel* of Fort Wayne has also been suspended.

Starts Direct-Mail Service in Baltimore

Victor A. Irvine, catalogue manager of the American Wholesale Corporation for five years, has engaged in a direct-mail service with offices in Baltimore. Mr. Irvine had been with Butler Brothers, Chicago, before coming to Baltimore.

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Christmas

is the Biggest Day
of the whole year in

Youth's Companion Homes

It may seem a little previous to talk about Christmas in September but it is none too early to plan to secure a share of the big Christmas buying.

If you manufacture anything that can be used as a present, Youth's Companion readers want to know about it.

Multiply 5+ by 5+ and you will get the number of presents necessary to satisfy Youth's Companion families.



THE YOUTH'S COMPANION

Boston, Massachusetts

New York Office:
1701 Flatiron Building

Chicago Office:
122 So. Michigan Blvd.

New Walnut Association Campaign

The American Walnut Manufacturers' Association plans an advertising campaign in national periodicals. An effort will be made to link up the series of advertisements with those of the past. The copy will tell the story of the beauty, strength, and durability of walnut. The association is planning to tie up its campaign with the "Better Homes" movement launched by the Retail Furniture Association of the United States and the American Homes Bureau.

E. D. DeWitt a Partner of C. M. Palmer

Edwin D. DeWitt, formerly general manager of the New York *Herald* before its purchase by Frank A. Munsey, has become a partner of Charles M. Palmer, New York, who conducts a brokerage office for the sale of newspaper properties. Dean Palmer, son of C. M. Palmer, has also become a partner in the business.

Time Stamp Account for Chicago Agency

The A. D. Joslin Manufacturing Company, Chicago, manufacturer of the "Eclipse" time stamp, has placed its advertising account with Victor C. Breyspraak Company, Chicago advertising agency. Thomas Scrutchin formerly with Critchfield & Company, Chicago, has joined the Breyspraak agency as contact man.

Elcar Advertising with McJunkin Agency

The Elkhart Carriage & Motor Car Company, Elkhart, Ind., manufacturer of "Elcar" automobiles has placed its advertising account with the McJunkin Advertising Company, Chicago. Plans for handling this account include the use of newspapers, magazines and trade journals for Elcar sixes, fours and taxicabs.

"Pebeco" Account for J. Walter Thompson

The J. Walter Thompson Co., Inc., has been appointed to handle the advertising of "Pebeco" tooth paste by Lehn & Fink, Inc.

The Lehn & Fink "Lysol" advertising will continue to be directed by the George Batten Co.

American Kardex Appoints A. G. McMillan

A. G. McMillan who recently resigned as director of sales from the Mitchell Motors Company, has been appointed director of specialized sales by the American Kardex Company, Tonawanda, N. Y.

Death of Benjamin Sherbow

Benjamin Sherbow, typographic consultant, died last Friday morning at Patchogue, N. Y., where he had gone for a rest.

Mr. Sherbow was forty-four years of age. He was born in Germany of Russian parents. He came to America in 1886. When a young man he was employed by the Curtis Publishing Company. It was while working there that his ability was recognized by Earnest Elmo Calkins. Mr. Calkins gave him a position in the Calkins & Holden advertising agency.

Mr. Sherbow is said to have been probably the first person to occupy the position of typographer in an advertising agency. He was connected with Calkins & Holden for several years. A number of years ago he started his own business of typographic consultant, and which he continued up to the time of his death.

Mr. Sherbow's strong forte was simplicity. In all his work he steadily contended that readability should come before frills in advertising typography. He always held that the typographic stunt invariably attracted attention to itself instead of to the message it was trying to convey.

Mr. Sherbow was the author of several works on the general subject of type display, including "Making Type Work" and "Effective Type Use."

"Red Ball" Oranges in Southern Newspapers

The California Fruit Growers Exchange, Los Angeles, will shortly release a newspaper advertising campaign for "Red Ball" oranges. Only newspapers in Southern States will be used.

This campaign will be directed by Lord & Thomas, Los Angeles.

"Mining and Metallurgy" Appointment

Mining and Metallurgy, New York, has appointed H. K. Hottenstein as business manager. Mr. Hottenstein was for fourteen years Eastern representative of *Engineering and Mining Journal*, now *Engineering and Mining Journal Press*.

New Company to Advertise "Acident," a Dentifrice

A new dentifrice, "Acident" made by the W. M. Ruthrauff Company, Philadelphia, will be advertised in periodicals. The account has been placed with Ruthrauff & Ryan, Inc., New York advertising agency.

New Account for J. H. Cross Company

The Regent Company, Inc., New York City, manufacturer of children's garments, has placed its advertising account with the J. H. Cross Co., Philadelphia advertising agency.

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The "One Paper" Bug Having Hard Sledding

Shrewd advertisers and advertising agents everywhere are realizing more and more that the foolish, ironclad "One-Paper" idea has outlived its usefulness.

There may be one or two cities where one newspaper possibly covers a good share of the ground, but these instances are decidedly the exceptions and no policy founded on an exception can endure.

One-paper lists, *when used year after year without change*, mean only one thing: a field one-half oversold—the other big fertile half totally ignored.

Top Rate for Limited Returns

When a number of manufacturers, all in one line, select only the so-called biggest newspaper of a city, because the next paper may have 15% less circulation, *how can* they do the business they should for money they spend, when they are all competing against each other for only one-half of the possible business of that city?

The plain unvarnished fact is that, while they are paying the rate

of the "biggest" newspaper, each manufacturer's net pro rata share of that paper's possible results is no greater than of a newspaper of about one-fourth its circulation.

Buffalo Is a Two-Paper City

The Buffalo Times today covers over one-half of Buffalo and surrounding territory, which is equivalent to a city of 300,000 population. What advertiser can afford to ignore a market of this magnitude?

THE BUFFALO TIMES, Inc.

NORMAN E. MACK, *Editor and Publisher*

VERREE & CONKLIN, Inc., NATIONAL REPRESENTATIVE
NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO



Samuel M. Vauclain

President of the Baldwin Locomotive Works, has been a working man for fifty years. He has learned a great deal about business and much about men, which is more important. His articles, filled with plain talk, appear in *Collier's The National Weekly*.

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SUPPOSE you could take a 10,000 mile swing throughout the country, talk with bank presidents, mechanics, farmers—all kinds of people—find out what they are thinking and how they are spending their money?

Samuel Vauclain has just returned from such a trip. He gathered some useful and heartening information, which he has put into his article, "News for the Parlor Pessimists," in this week's Collier's.

Mr. Vauclain's article belongs naturally in Collier's wherein every week the readers in a million homes find interpreted national problems in relation to their own lives.

Collier's
THE NATIONAL WEEKLY

Get the Facts About Baltimore— Then Act

WEIGH Baltimore! You find here a city with a retail buying radius of more than a million people—a city of ideal geographical location and superior transportation facilities.

Analyze Baltimore! You find an educational center of international renown, a city of gigantic industrial activities, and a wholesale buying center attracting throngs of merchant buyers from Pennsylvania to the Gulf—a city recognized not only as the "Gateway to the South" but to the Middle West as well.

How well known is *your* product in Baltimore? Is its distribution and demand in Baltimore's far-famed retail stores so active that its prominence will attract these thousands of merchant buyers who, here for wholesale buying, spend much of their time in searching these retail stores for new ideas?

Capture Baltimore! Put behind your product the tremendous selling power of the **NEWS** and **AMERICAN**. Reach practically every buying home in and near Baltimore with a demand-creating, business-getting campaign in these two papers—and by thus capturing the Baltimore market, reach also this other great market that it opens for you.

The combined rates for these papers for 1,000 lines or more is 30c daily, Sunday, 35c; Sunday American Rotogravure, 35c per line flat.

THE BALTIMORE NEWS

Evening, Daily And Sunday.

The Baltimore American

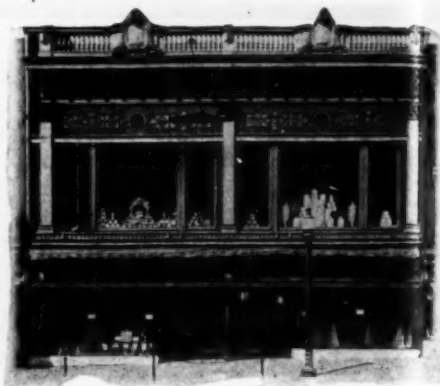
Morning, Daily And Sunday.



DAN A. CARROLL
Eastern Representative
150 Nassau Street
New York

I have a word
Advertising Manager

J. E. LUTZ
Western Representative
Tower Bldg.
Chicago



The fancy grocery establishment of Acker, Merrill & Condit Company is located in the heart of Baltimore's retail shopping district.

This company has been in existence since 1820 and is conducting similar stores in many of the principal cities of Atlantic seaboard states.

Under the management of F. W. Arnett, this store is one of the most attractive in the city, and is a splendid type of the modern high-class grocery.

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The Jungle Delta of Retail Trade

How Can Our Retail Trade System Be Dredged So That the River of Commerce Need Not Wastefully Expend So Much Energy Before Reaching Its Goal?

By William G. Shepherd

[EDITORIAL NOTE: William G. Shepherd's series of articles in *Collier's* entitled "Too Many Retailers" has caused so much discussion that we asked Mr. Shepherd to tell our readers if he had any solution for the problem. PRINTERS' INK has frequently said there were too many retailers, but we have never found any practicable plan that would eliminate the surplus and scientifically limit the number of new merchants entering the retail field. Competition, itself, constantly tends toward the elimination of the number of retail units. Those retailers who satisfactorily render a needed service survive. Competitive shuffling of this kind is the best regulator that has yet been discovered.]

Mr. Shepherd frankly admits that he knows little about business. But it is this very lack of familiarity with business practices that gives value to Mr. Shepherd's investigation. He approached the subject impartially, with the viewpoint of a layman and the thoroughness of a trained reporter. He discovered that there is frightful duplication in retail machinery and that this is one of the principal causes of the high cost of distribution.

Mr. Shepherd outlines some of his discoveries in the following article. His contribution is highly stimulating. You will not agree with everything he says. Neither do we. Our principal criticism of his efforts is that he gives the impression that all retailers are still in the jungle delta. Well they are not. Tens of thousands of them chopped their way out of it years ago.]

DO you want the picture that has come into my layman's mind about retailing?

Think of the Delta of the Nile; the Delta of the Mississippi; the Delta of the Amazon; the Delta of the carmine-hued Colorado. Here, at these Deltas, Nature does her utmost to break a proud river into tiny, sand-dammed streams. Rivers may flow ever so grandly, but Nature always stands at the sea doing her best to keep the waters from their home in the ocean; to keep them on the land where they don't want to be.

Jungle trees grow with haste in the delta countries. The river, itself, has brought down on its current rich alluvial earth to feed the trees. Jungle plants, standing

on their hundreds of stilt-like roots, block the way of the river as it nears its source. Mosses hang from the trees and block the current, or the willows send out their roots and serve as the backing for sand dams in the hundreds of streams into which the mighty river has been broken.

The deltas of the great rivers are always jungle country unless man, with science and powerful machinery, cuts his way through them and forms channels that lead cleanly to the sea.

The retail system in the United States is the delta of our river of commerce. As compared with the Delta of the Mississippi, it makes the latter look as uncluttered and as clean bordered as a cement walk in Central Park or Lincoln Park or the Presidio.

On one side of the delta is the business of commerce; on the other side is the ocean of American consumers. In some way, God alone knows how, the waters of this river must be forced, seeping, in tiny, dammed streams out into the great ocean.

The obstacle between the river of commerce and the sea of consumption is our retail trade system, which, with its hundreds of weaknesses, mistakes, errors and economic corpses, holds back the great stream and causes it to exert thrice the energy necessary to reach its goal.

I used to think a traveling man was only a dapper fellow, with a suitcase and a handful of cigars in his vest pocket and a mileage book; but now I see him as a jungle fighter, dressed in a Henry M. Stanley costume, with a hat that porches his back to keep the snakes from dropping down under his collar and boots waist high. He talks to thousands of natives, who think he is only making

noises, and when he is through with one crowd, he wades on to the next. And, as he goes, he chops away this tree and that, scrapes a little sand out of this rivulet and that—new trees have sprung up and new sand is in the rivulet, when he returns—and finally clears a one-time way to the Consumers' sea. Here's to old Henry M. Stanley, the salesman. I'm for him. He blazes his lone trails, which are wiped out only a few steps behind him and by sheer will power he crosses the jungle quick sands, like Peary the frozen oceans of the North. He's one bird whose job I'm not after.

One thing we *must* do in America is slowly to force a dredge into this delta land and with almighty and scientifically directed power cut through the jungle of the retail system, and make its channels clean edged and deep-deeped—its paths straight and unobstructed.

The astonishment that came over me as I began to discover for *Collier's* the unbelievable density of the retail jungle and which showed me the salesman as a jungle fighter caused me to wonder why something hadn't been done long before this to clear up the retail jungle—years before this. It was incredible to me, as a layman, that such a situation could exist in our efficient United States. Out in that retail land I felt slimy; I could smell the corpses of the dead retail firms, that had passed away at a rate of mortality that made me think of a Black Plague. Today, out in that retail land, things are as they have been for many years; and I fear things will remain so for many years more. God help the poor traveling salesman fighting his lone way out there tonight, carrying the outfit his firm has given him, including a heavy catalogue book, fighting mosquitoes, stepping into water holes, tripping over roots and spitting the jungle mud out of his mouth after his latest fall.

What I can't understand is why this jungle isn't cleared away. The public has only recently

learned that there was such a jungle; the public wants it cleared away. Hundreds of thousands of wise retailers know that they live and exist in a jungle land; these retailers want it cleared away. Manufacturers and producers looking at their gross expenses know how much they are spending to help send their Henry M. Stanleys through the jungle; these producers and manufacturers want it cleared away.

The only fellows I can find who don't want it cleared away are the little fellows in the swamp, who are going to pass away anyhow under business actuarial laws, causing loss to folks on both sides of the delta.

This writer, who is a reporter, not a retailer or a manufacturer, does not know enough of commerce and production, in its entirety, to say what machinery ought to be used to clear away the jungle. He feels that it would be dangerous to leave the clearing work to the bankers. Bankers are financiers, not manufacturers or distributors. They might unknowingly perform unspeakable injustices in withholding credit from a certain retailer and granting it to another, in order to sift out the useless and leechlike retailers who go to make up our too many retailers.

As for using machinery of government, doesn't that look dangerous? We can't very well have a man from our home government, our state government or our national government sitting around our town saying who can go into the grocery business, where he shall have his store and when he shall be allowed to open it. Most of these men from Washington find themselves at a loss even when they try to say who shall or who shall not sell hard liquor in a town. Do we want more men like these to try to control our retail stores, under a federal, state or town license law?

When we come to the retail trade governing itself, isn't that like asking a dog to mix and cook his own dog biscuits? And yet this might be the way out. I ask my

readers to keep their eyes for the next few months on the retail meat dealers of San Francisco. In some fashion it got into the minds of the meat retailers there that their business was all out of shape; that it formed too many obstacles in the trade delta. Today they have in San Francisco a trade council among the meat dealers.

THE SAN FRANCISCO MEAT COUNCIL PLAN

On my desk lies a letter from an official of this Council. It runs, in effect, "We are going to clean up the retail meat business of San Francisco, even at the cost of our business affairs. We shall have a committee to study the situation. And if the meat council decides that there are too many butcher shops in a neighborhood, some of them will have to go, even if the matter affects the business of the highest officer in our Council. The man who is discovered following wrong codes which will put the members of the Council into business dispute, will be put out of business immediately."

I believe I judge rightly when I surmise that the San Francisco Meat Dealers' council may proceed against any dealer through the channel of credit.

With honest men behind it such a system, which may be known as the "guild control," might succeed. San Francisco may help to show us a way out.

I, Mr. Reader, have spent a lot of study and investigation on the other side of the jungle from you. Out in that open sea of consumers there are millions who are beginning to understand that they, too, must make an effort to clear away the jungle, by which your river of commerce may flow straightly and untroubled from you to them.

Look at any woman with a market basket going from store to store in your town, seeking fair-priced things, trying to avoid being overcharged by any one of ten or fifty or a hundred too many retail merchants in your com-

munity. She and the hundreds like her, in your town, are on the opposite side of the jungle from your Henry M. Stanley traveling man. He's trying to get his goods to a place where she can reach them; and she's trying to reach them. There they stand on opposite sides of the delta.

She doesn't know what the poor malaria-soaked bird is trying to bring to her; she doesn't even know he's struggling her way with provisions; she doesn't know what price to pay, even after he gets there and he—that's you—don't tell her even the top-notch price beyond which she ought not to go.

There are so many extra retailers in town that they have to charge up to the last tenth of a cent to keep themselves alive in the wild competition. A lot of them could close up this evening and do the town nothing but good.

The consumers who are intelligent are reaching your way, Mr. Manufacturer or Mr. Producer, across the delta jungle. Like Ben Jonson, they have

"Counted six or seven
stanches,
And several stinks."

The day is coming when they will be in contact with you through the clean-cut channels of decent, honest and large-sized stores, which have a quicker turnover and a lower comparative overhead, than the superfluity of small dub retail stores of today, which live by hook or crook for a while and then go to smash.

In that day to come we shall all know that the "retailer's true function is that of serving as a purchasing agent for his community. When the retailer enters business he assumes the responsibility of performing a public function—" In that day we shall ask that only men capable of performing "a public function" shall be our retailers. To these men the public will turn in all confidence; to these men, your travelers—riding on mileage again—and wearing the best clothes on the train, will come bearing offers of well known advertised goods for

sale, plainly bearing the symbols marking the top-notch price so that the public cannot be deceived.

If this public functionary does not prove loyal to the trust which the people of the community have reposed in him, make it easy, very simple, for these misled consumers to write to you, if your goods are in question, and secure your immediate attention. They will want to turn their trade to a more honest "public functionary" in their town and discard the old one. You know how you can help them. And by helping them you will help to keep the undergrowth of the jungle from reappearing.

I find that there is a tremendous amount of study being given in various disinterested circles—and interested ones, too—regarding the present evils of the retailing system. And the more study given, the more acute becomes the question: *why*, if the public, the merchants and the manufacturers, as well as the better grade of retailers themselves, perceive this jungle which should and, in time must, be cleared up, don't we get together and try it?

It would be best, of course, if the retailers could find themselves able to clean up their own corners of the jungle. They ought to be given a chance, in all fairness. We ought to keep our eyes on San Francisco and its meat dealers, hoping that they will work out a plan whereby they can secure in their city plenty—but no more than that—of standard retail meat shops dealing in standard meats, and at honest standard prices.

But if the retailers can't clear the jungle, then the public perhaps by means of the law, must head a dredging machine out among the mud and roots and start on one big cleaning up job that will finally enable your little old Henry M. Stanley to throw away his pith hat and get into the little old black derby and enter the Pullman again, with a new hat and thinner mileage book than he ever used before.

There are too many retail stores. That's the crux of the entire question.

Oakland, Cal., "Post-Enquirer" Sold to Hearst

William Randolph Hearst has purchased the Oakland, Cal., *Post-Enquirer*. Charles Sommer Young, at one time business manager of the San Francisco *Examiner*, has been elected president of The Post-Enquirer Publishing Company.

Mr. Young left the Hearst organization to become manager of the Chicago office of N. W. Ayer & Son. More recently he was business manager of the Omaha, Neb. *News*, which newspaper he leaves to join the Oakland *Post-Enquirer*.

"Sofos," a New General Chemical Company Product

The General Chemical Company, New York, manufacturer of "Ryzon," is starting a national newspaper advertising campaign to advertise its new product, "Sofos," a laxative. The account has been obtained by the Charles C. Green Advertising Agency, New York.

Guinea Pigs Being Advertised in the Southwest

The Genor Cavy Company, Los Angeles, is conducting an advertising campaign in newspapers of the Southwest on Cavies, a species of large-sized guinea pigs.

The account is with the G. Wallace Fite Agency, also of Los Angeles.

Investment Account for Hartford Agency

Putnam & Company, Hartford, Conn., investment security house, has placed its advertising account with the M. S. North Company, Hartford. Newspapers are being used, with copy directed to the small investor along educational lines.

"The Louisville Post"—New Name of Paper

The name of the *Evening Post*, Louisville, Ky., has been changed to The *Louisville Post* and the name of the *Evening Post* Company to the Louisville Post Company. There is no change in the policy, management or ownership of the newspaper.

"Reliable Poultry Journal" Moving to Dayton, O.

The *Reliable Poultry Journal* which for the last twenty-eight years has been published in Quincy, Ill. is moving its offices to Dayton, O. Beginning in October all issues will be published at Dayton.

Joins New Orleans Agency

H. C. Easton, recently with the Hancock Payne Advertising Organization has joined The Chambers Agency, Inc., New Orleans.

\$1,468,256,900 in Manufactured Goods

Philadelphia's 1921 Output

6169 industrial plants in Philadelphia last year turned out products valued at \$1,468,256,900 according to the report of State Secretary of Internal Affairs Woodward, just made public.

The 243,348 employees in these widely varied manufacturing plants received \$267,365,300 in wages during 1921. The capital invested totalled \$983,309,200.

Philadelphia, as one of the leading textile centres, produced goods of this class worth \$398,422,400.

Other leading products, with their values, were:

Metals and Metal products.....	\$265,144,000
Food and kindred products.....	210,463,700
Chemicals and allied products.....	151,056,000
Paper and printing.....	141,704,800
Leather and rubber goods.....	72,468,600
Building and contracting.....	65,631,900

Philadelphia, the "Workshop of the World" and the third largest market in the United States, represents a market which will not be overlooked by live manufacturers.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Bulletin



The circulation of The Philadelphia Bulletin is one of the largest in America.

Net paid daily average circulation for six months ending March 31, 1922—494,499 copies a day.

New York—Dan A. Carroll, 150 Nassau St.

Chicago—Verree & Conklin, Inc., 28 East Jackson Blvd.

Detroit—C. L. Weaver, Verree & Conklin, Inc., 117 Lafayette Blvd.

San Francisco—Allen Hofmann, Verree & Conklin, Inc., 681 Market St.

London—K. Bryans, 125 Pall Mall, S.W. 1

Paris—J. J. E. Hessey, 5 Rue Lamartine (9)

CO-OPERATIVE MARKETING OF

Some facts about

THE Dairymen's League News has devoted more space in its editorial and news columns to co-operative marketing than to any other subject.

As a result, its 112,000 subscribers are members of the following nine co-operative marketing associations which raise and sell the produce of New York State:

	Organization	Product
1	Dairymen's League Co-operative Association, Inc.	<i>Milk</i>
2	Western New York Fruit Growers Co-operative Packing Association, Inc.	<i>Fruit</i>
3	Empire State Potato Growers Co-operative Association, Inc.	<i>Potatoes and cabbage</i>
4	Chautauqua & Erie Grape Growers Co-operative Association, Inc.	<i>Grapes</i>
5	Maple Producers Co-operative Association, Inc.	<i>Maple products</i>

NEW YORK STATE FARM PRODUCTS

business farmers

	Organization	Product
6	New York Canning Crops Co-operative Association, Inc.	<i>Canning crops</i>
7	New York Co-operative Seed Potato Association, Inc.	<i>Seed potatoes</i>
8	New York Sheep Growers Co-operative Association, Inc.	<i>Wool</i>
9	New York Co-operative Poultry Certification Association	<i>Poultry</i>

These associations assure New York State farmers increased net returns on their product by maintaining a steady, advantageous market.

As a leader in the co-operative marketing movement, the Dairymen's League News is read by all the progressive, business farmers of the state. That's why it has proved an exceptional advertising medium for the products farmers buy.

DAIRYMEN'S LEAGUE NEWS
"The Farmer-owned Marketing Paper"
UTICA, N.Y.

New York: 303 Fifth Avenue
Chicago: 10 So. La Salle Street

Help Chicago Build!

Chicago is having the greatest "building boom" in its history. The conditions that have checked construction for several years have been practically removed, and the building permits issued for the first six months of 1922 have exceeded in number and value those of any other ENTIRE YEAR since 1893, the year of the World's Fair.

In these six months there have been issued 6,418 building permits, representing a valuation of \$111,502,310.

ARE YOU GETTING YOUR SHARE OF THIS UNPRECEDENTED AND INCREASING DEMAND?

To bring your wares to the attention of Chicago builders, home makers and real estate dealers, the one logical and outstanding medium is The Chicago Daily News.

With its yearly daily average circulation of 401,698—about 1,200,000 readers daily—concentrated 94 per cent in Chicago and its immediate suburbs, The Chicago Daily News reaches, influentially, the great majority of the financially competent, substantial citizens of this great market.

Through its special home-building articles and its Saturday real estate pages catering intelligently to the requirements of home makers, The Daily News enjoys a highly developed "reader interest" in these matters that is of exceptional value to advertisers.

This is the flood tide of prosperity in Chicago for manufacturers and dealers in building materials and all that goes into construction and home making. To take full advantage of this condition and bring your message to the attention of buyers when their interest is at its peak, and buying decisions are made—around the family reading table in the evening—place your advertisement in

THE CHICAGO DAILY NEWS

First in Chicago

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What the Federal Trade Commission Says You Mustn't Do

An Anxious Inquirer Wonders if "He's Next"

NEW YORK, Aug. 28, 1922.

Editor of PRINTERS' INK:

I haven't done nothin' that I know of—but every time I see a reference to the activities of the Federal Trade Commission I begin to wonder if maybe I am not next. It (the Commission, that is) appears to be breaking out in a new place all the time, and if this keeps up the American manufacturer will soon feel like a man on a tightrope over Niagara Falls.

Seriously, however, I am very much in the dark as to the actual functions of the Commission, and most business men of my acquaintance are equally uncertain on the subject. I think you would do a service to many of your readers by publishing some authoritative information on this point. The lawyers know, of course—but a business man as a rule doesn't care to hire an attorney every time he wants to blow his nose.

GEORGE W. HARRINGTON.

MR. HARRINGTON'S uneasiness with respect to the Trade Commission's activities arises from the fact that the Commission is mainly operating in the field of business morals instead of dealing with specific offenses. Moral prospects cannot, as a rule, be expressed in absolutely definite terms, and the limits within which they are operative cannot be staked out precisely in advance. No one can imagine in advance all of the possible methods of unfair competition which human ingenuity may devise, and any attempt to establish a precise definition of unfair competition would merely constitute an invitation to discover methods which would be outside of the definition. The Federal Trade Commission, therefore, is charged with the general duty of preventing "unfair methods of competition," and it is left to the conscience of the individual business man to determine whether the methods he is pursuing are unfair or not.

The Commission was created by an Act of Congress, approved September 26, 1914, and designed to supplement the existing anti-trust laws. The Act declares in

general terms that "unfair methods of competition in commerce are hereby declared unlawful," and goes on to prescribe minutely the powers and duties of the Commission, the privileges of appeal to the Federal Courts, and so on. The Clayton Act, passed in October of the same year, also gave to the Commission specific power to enforce certain sections of that law, and it also was granted certain powers under the Trading With the Enemy Act, and the Webb-Pomerene Law, authorizing manufacturers to combine in seeking export trade. There are five Commissioners, appointed by the President for a term of seven years.

It should be noted that the Commission is not empowered to restrain "unfair competition," but to prevent unfair *methods* of competition. It has no authority to punish, nor to impose damages; thus its orders can only be enforced by an appeal to the courts. The limit of its power is the issuance of a formal order to cease and desist from certain specific practices, which if not obeyed, must be appealed by the Commission to a Federal Court in order to secure enforcement. Any person against whom an order is issued also has the right to appeal to the Circuit Court, which is empowered to enforce, set aside or modify orders of the Commission.

Any individual can start the machinery in motion merely by writing a letter in which specific charges are made against some other individual or corporation. If this letter appears to constitute a clear case of unfair methods of competition in interstate commerce it is docketed as an application for complaint, and turned over to an examiner for investigation. Following this, it goes before a board of review, consisting of two lawyers and one economist, which makes a recom-

mentation as to whether or not a formal complaint should be issued. The case is then studied by one of the Commissioners to whom it has been assigned, and who makes his recommendations to the full Commission. After a discussion, a vote is taken to determine whether or not a formal complaint will be issued. In order to result in a formal complaint, it must be clear: (1), that the case involves interstate commerce; (2), that the methods reported are actually unfair; (3), that there is actual competition between the parties, and (4), that the case is of sufficient importance as to concern the public interest.

When a formal complaint is issued, the proceeding becomes a public record, the respondent is given an opportunity to file an answer in writing, after which the case comes up for trial. If the respondent does not believe that the findings of the Commission are justified, he has the right to appeal to the United States Circuit Court of Appeals.

The practices which have already been condemned by the Federal Trade Commission as representing unfair methods of competition are listed in the "Congressional Directory" as follows:

Misbranding of fabrics or other commodities respecting the materials or ingredients of which they are composed, their quality, origin or source.

Adulteration of commodities, misrepresenting them as pure, or selling them under such names and circumstances that the purchaser would be misled into believing them pure.

Bribery of buyers or other employees of customers and prospective customers to secure new customers or induce continuation of patronage.

The payment of bonuses by manufacturers to salesmen of jobbers and retailers to secure their special services in selling their goods, and making unduly large contributions of money to associations of customers.

Procuring breach of competitors' contracts for the sale of products by misrepresentation or other means.

Procuring the business or trade secrets of competitors by espionage, by bribing their employees, or by similar means.

Inducing employees of competitors to violate their contracts or enticing away employees of competitors in such numbers or under such circumstances as to hamper or embarrass them in business.

Making false or disparaging statements concerning competitors' products, their business, financial credit, etc.

The use of false or misleading advertisements.

Making vague and indefinite threats of patent infringement suits against the trade generally, the threats being couched in such general language as not to convey a clear idea of the rights alleged to be infringed, but nevertheless causing uneasiness and fear in the trade.

Widespread threats to the trade of suits for patent infringement arising from the sale of alleged infringing products of competitors, such threats not being made in good faith but for the purpose of intimidating the trade.

False claims to patents, or misrepresenting the scope of patents.

Intimidation for the purpose of accomplishing enforced dealing by falsely charging disloyalty to the Government.

Tampering with and misadjusting the machines sold by competitors for the purpose of discrediting them with purchasers.

Trade boycotts or combinations of traders to prevent certain wholesale or retail dealers or certain classes of such dealers from procuring goods.

Passing off products or business of one manufacturer for those of another by imitation of products, dress of goods, or by simulation of advertising or of corporate or trade names.

Unauthorized appropriation of the results of a competitor's ingenuity, labor and expense, thereby avoiding costs otherwise necessarily involved in production.

Preventing competitors from procuring advertising space in newspapers or periodicals by misrepresenting their standing or other misrepresentation calculated to prejudice advertising mediums against them.

Misrepresentation in the sale of stock of corporations.

Selling rebuilt machines of various descriptions, rebuilt automobile tires, and old motion-picture films slightly changed as and for new products.

Harassing competitors by fake requests for estimates on bills of goods, for catalogues, etc.

Giving away of goods in large quantities to hamper and embarrass small competitors, and selling goods at cost to accomplish the same purpose.

Sales of goods at cost, coupled with statements misleading the public into the belief that they are sold at a profit.

Bidding up the prices of raw materials to a point where the business is unprofitable for the purpose of driving out financially weaker competitors.

Leasing, selling at cost, or leasing for a nominal consideration pump and tank outfits to dealers on condition that they be used only for the distribution of the products of the particular manufacturer. Loans and leases of other equipment under similar conditions.

The use by monopolistic concerns of concealed subsidiaries for carrying on their business, such concerns being held out as not connected with the controlling company.

Intentional appropriation or converting to one's own use of raw materials of competitors by diverting shipments.

Giving or offering to give premiums of unequal value, the particular premiums received to be determined by lot

or chance, thus in effect setting up a lottery.

Any and all schemes for compelling wholesalers and retailers to maintain resale prices on products fixed by the manufacturer.

Combinations of competitors to enhance prices, maintain prices, bring about substantial uniformity in prices, or to divide territory or business.

The Commission also has authority, under Section 6 of the Trade Commission Act, to make economic investigations; to gather and compile information concerning the organization, business, conduct, practices and management of any corporation engaged in interstate commerce except banks and common carriers. It has further investigatory powers in connection with violation of the anti-trust laws, and the manner in which decrees of the courts are being carried out. The Commission is also entrusted with jurisdiction over violations of those actions of the Clayton Act which refer to price discriminations, tying contracts, "holding companies" and interlocking di-

rectorates. Its functions under the Trading With the Enemy Act and the Webb-Pomerene law do not concern the present discussion.

—[Ed. PRINTERS' INK.]

Don J. Garber Joins Thoma & Son

Don J. Garber, recently assistant advertising manager of The Loudon Machinery Co., Fairfield, Ia., farm and factory equipment maker, has been appointed advertising manager of Thoma & Son, also of Fairfield, manufacturers of the Sunbeam automobile visor and glass accessories for automobiles.

John Craig Healy Returns to Chicago Agency

John Craig Healy has returned to the McCutcheon-Gerson Service, Chicago advertising agency. He has recently been director of advertising service with the Robert Smith Company, Lansing, Mich., direct-mail house.

Fish Packers to Advertise

The Eastern Packing Company, a new fish packing concern, operating at Jonesport, Me., and Letang, New Brunswick, plans an advertising campaign in grocery publications. The copy will emphasize this company's sardines.

The George L. Dyer Company 42 Broadway New York

Western Offices
76 W. Monroe St.
Chicago



Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

Delavan Smith Fortune to Editor

Under the terms of the will of Delavan Smith, publisher of the Indianapolis *News*, whose death was reported in *PRINTERS' INK* of August 31, half of the net income derived from the estate remaining, after certain specific bequests have been met, was to be paid during his lifetime to Richard Smith, editor of the Indianapolis *News*. Richard Smith died last week. The other half of the net income is to be paid to Richard Smith's wife during her lifetime.

Several employees of the *News* have been made beneficiaries of sums ranging from \$500 to \$1,000 for "faithful service."

The will was filed for probate in the Lake County Circuit Court at Waukegan, Ill., on September 1, the petition declaring that the personal property does not exceed \$1,000,000 and the real estate \$300,000.

"The Association Monthly" Becomes "The Women's Press"

The name of the official publication of the Young Women's Christian Association, *The Association Monthly*, has been changed to *The Women's Press*. Under the new name the editorial appeal of the publication will be broadened so that it will include material other than that concerning matters of the Young Women's Christian Association. It will, however, continue as the official publication of the Young Women's Christian Association.

Raymond D. Flavin Advanced by Chicago Publisher

Raymond D. Flavin has been appointed business manager of the Electrical Trade Publishing Company, Chicago, publisher of *The Jobber's Salesman* and the *"E M F Electrical Year Book."* He has been with the business staff of this company for the last eighteen months and was previously with the *Electrical Review*, Chicago.

Forms Agency in Erie, Pa.

Malcolm A. Yount has established an advertising agency under the name of The Yount Company. Mr. Yount was recently head of the business and advertising departments of the Erie *Dispatch-Herald*. Before joining the *Dispatch-Herald* Mr. Yount had been engaged in advertising and sales promotion work for the Union Carbide & Carbon Co.

Joins Schaeffer & Budenberg

G. A. Binz, sales manager of the American Steam Gauge & Valve Mfg. Company of Boston, has been appointed sales manager also of the Schaeffer & Budenberg Mfg. Company, Brooklyn, N. Y. The latter company has taken over the business of the Boston concern, which it is now operating as a division.

Appointed by American Chamber of Economics

R. W. Emerson has been made vice-president and sales manager of the American Chamber of Economics, New York. Mr. Emerson was Chief of the Division of Publications of the National War Loan Organization of the United States Treasury Department during the war and had charge of the purchase and distribution of all of the advertising used nationally by the Treasury Department in the Liberty Loan Campaign. Following the war, he served for two years as assistant director of the Bureau of War Risk Insurance under the late Colonel R. G. Cholmeley-Jones, and then became vice-president of the Willard M. Kiplinger Agency of Washington. Prior to the war, Mr. Emerson had experience in Chicago as a newspaper and advertising man and sales executive.

Advertising a Factor in Negro Business Men's Meeting

Advertising and merchandising discussions formed an important part of the programme of the convention of the National Negro Business League at its annual meeting held at Norfolk, Va., August 16 to 18.

Dr. Robert R. Moton, president of the League, advocated the creation of a half-million dollar fund to advertise and promote negro business enterprises.

David Walker of the J. Walter Thompson Company, Inc., New York, and Carl Hunt, manager of the Associated Advertising Clubs of the World addressed the convention on advertising subjects.

Andrew J. Gruber to Leave Fort Wayne Newspaper

Andrew J. Gruber, who has been associated with newspapers in Fort Wayne, Ind., for twenty-five years, will retire from the business management of the Fort Wayne *Journal-Gazette* on September 15. He will engage in the real estate business in Fort Wayne, after taking an extended vacation. Until about a year ago Mr. Gruber was advertising manager of the *Journal-Gazette*.

Grocery Counter Account with Mertz Agency

The Mertz Agency, Chicago, has secured the advertising account of the Sherer-Gillette Company, Chicago, manufacturer of counters and display containers for groceries. A campaign in trade publications and some national magazines is planned for this account.

Gilmer Account with N. W. Ayer & Son

The L. H. Gilmer Company, Tacony, Pa., manufacturer of brake lining, endless belts, webbing, cloth for men's collars, etc., has placed its advertising account with N. W. Ayer & Son.

The Indianapolis NEWS

During the first six months of 1922
The News carried in its six issues a
week 557,315 more lines of de-
partment store advertising than
the other two Indianapolis papers
combined with their *thirteen* issues
a week. Department stores are
shrewd buyers of space. They
know.

*There's no argument about
The Indianapolis News.*

FRANK T. CARROLL
Advertising Manager

New York Office
DAN A. CARROLL
150 Nassau Street

Chicago Office
J. E. LUTZ
The Tower Bldg.

"Sun Square Doin's"

WE'RE all human down here in Baltimore and we're all interested in what our neighbor is doing.

"Sun Square Doin's"; or "The Diary of a Traffic Cop" was created in order to give the first page of The Evening Sun its taste of local flavor. People read of their favorite traffic cop and his troubles. They chuckle whole-heartedly because they can visualize in their own minds the picture that Clark S. Hobbs, proud father of the column, paints with his best "police headquarters" language.

Just as Hobbs puts his ideas into "talk of the street" form, so the Bentztown Bard says it with poetry, and J. O. L. tells Baltimore "what's what" in the world of Music, Drama and Art.

While other famed Sun writers like Mencken and Quillen give us the national point of view.

It requires no journalist to tell you that the Sunpapers are a well - rounded group.

are Doin's"



A significant thing to remember is that The Sun net paid circulation in July amounted to 224,563 daily (Morning and Evening) and 157,143 Sunday.

Everything in Baltimore revolves around

THE
MORNING



EVENING

SUN
SUNDAY

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

*Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"*

Try it out in Representative Milwaukee

How Good Is Business in Milwaukee?

Every national advertiser should take note of these vital facts:—

All Milwaukee industries except three showed increases in employment during July—since January the gain has been more than 16%. The larger shoe companies without exception increased their employees during July. One manufacturer of automobile parts added 500 men to its pay roll.

One glove concern's sales showed a gain for July of 390% over June and 215% over July 1921. A leading furniture company increased by 100% its sales of July, 1921. The sales of Milwaukee packers were from 10% to 15% greater in July—export business gained 24%.

Few, if any, of the country's major markets can equal Milwaukee in *profitable sales possibilities*. Four out of every five English-speaking homes in Milwaukee are reached at *one cost* through *Journal advertising*.

The Milwaukee Journal

FIRST—by Merit

"As Milwaukee Buys—The Nation Buys!"

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"Malted Milk" Registration Cancelled by Patent Office

Commissioner of Patents Decrees That Thirty-Year-Old Registration of Horlick Company Is Invalid

Special Washington Correspondence

A RECENT decision of the Commissioner of Patents in connection with a controversy between the Borden and Horlick companies over the words "Malted Milk" is of peculiar interest to trade-mark owners because of the originality of its holdings and because it decrees what is believed to be the first cancellation of a registration that had not only endured throughout its original term of thirty years as provided by the 1881 law but had been renewed for a further term of twenty years under the 1905 law.

The registration in question was effected in 1887 by the Horlick Company and described as the essential features of the mark "the letters M. M. and the words 'Malted Milk.'" At the time this registration was taken out, the Horlick Company had just begun the manufacture and distribution of a powdered extract of malt, flour and milk, to which it gave the name Malted Milk, a patent having been taken out under date of June 5, 1883. At the time the registration was taken out and for many years after, the Horlick Company enjoyed the exclusive use of the words Malted Milk and have never since willingly abandoned its claim to the right to such use. However, in 1903, three years after the expiration of the patent referred to, the United States Circuit Court of Appeals for the Seventh Circuit held that whatever right there may have been to the exclusive use of the name during the life of said patent expired with the patent even although, as a matter of fact, the preparation was not made in accordance with the patent, and refused to enjoin the Elgin Milkine Co. from the use of the name on a similar preparation.

Following this decision, others commenced to pre-

pare the market, notably the Borden Company, which now enjoys a wide distribution of its malted milk, both in the United States and abroad. In developing foreign markets, however, the Borden Company has apparently encountered difficulties owing to the fact that notwithstanding the position of the term Malted Milk in the United States, the Horlick Company has succeeded in asserting and maintaining in many foreign countries a right to the exclusive use of the term, being able to present where requested a certified copy of its registration in the United States Patent Office as prima facie evidence of its ownership in the United States.

While the Patent Office might in connection with the application for renewal of the registration in 1917 have raised the question of the right to renewal in view of the decision in the Elgin Milkine case, it did not do so, but granted renewal as a matter of course.

BORDEN APPLIES FOR CANCELLATION OF REGISTRATION

Thereupon, the Borden Company applied for cancellation of this registration and the issue came before the Commissioner of Patents on appeal. The Horlick Company raised little or no opposition to the question of the status of the term Malted Milk, apparently realizing the futility of any arguments on this score, but took the position that it should be allowed to present a disclaimer of the right to the exclusive use of these words to be endorsed on the registration, instead of having to submit to cancellation of the whole registration with the resulting necessity of re-registering the letters "M. M." and with consequent loss of its prima facie evidence date and possible jeopardization of foreign registrations based on the original certificate.

The Commissioner of Patents held, however, that there is no provision of law that would permit the entering of a disclaimer *after registration*, as there is in the case of patents and that while the Supreme Court has approved the acceptance of disclaimers *prior to registration* although not specifically authorized by law, this approval cannot be held to afford authority for the entry of disclaimers subsequent to registration. The registration, therefore, was cancelled.

It follows from this decision, which is of course subject to appeal, that the fact that a trademark has been on the register for thirty years or more, and has even been renewed, is no assurance that the registration is safe from attack.

Charleston, W. Va., Street Railway Advertises

The Charleston Interurban Railroad Company, Charleston, W. Va., is conducting an advertising campaign in newspapers and street-car bulletins. It also plans to publish a house-organ for distribution among its patrons. The Thomas D. Mays Advertising Agency, also of Charleston, has obtained this account.

Joins Chesapeake & Ohio Railroad

Allyn B. Tunis, recently with the copy staff of Cecil, Barreto & Cecil, Inc., advertising agency of New York and Richmond, Va., has been appointed agent of the public relations department of The Chesapeake & Ohio Railway Company, with headquarters at Richmond. Mr. Tunis was formerly city editor of the Richmond *Times-Dispatch*.

Salt Lake City Plans Another Campaign

The Commercial Club of Salt Lake City, Utah, is raising an advertising fund of \$50,000 to conduct another national campaign in newspapers and magazines to advertise Salt Lake City. Last year this club expended \$40,000 advertising the city.

Specialty Association Plans Convention

The Advertising Specialty Association will hold its annual convention at Chicago from September 25 to 28 inclusive. Convention headquarters will be at the Hotel Sherman.

Only One More Year to Go

MONTAUK PAINT MFG. CO.

BROOKLYN, N. Y., Aug. 25, 1922.

Editor of PRINTERS' INK:

I just finished the issue of July 27 and want to ask you to put my name on your mailing list for PRINTERS' INK Compilations. Thank you.

PRINTERS' INK is "a mine of information," but it is necessary for us miners to have the proper tools and equipment.

It was in 1898 that I started to read PRINTERS' INK, and I have been a subscriber ever since.

I kept a file for many years and finally sold it to Harvard University School of Business Administration. At present I have a file running from 1910 up to date.

In another year I'll be a reader for a quarter of a century, and presume that then I'll be eligible for membership in "The Old Guard."

MONTAUK PAINT MFG. CO.,

F. E. CORNELL,
Secretary and Treasurer.

National Campaign to Adver- tise Harper System

A campaign to advertise the treatment and preparations of Martha Thilda Harper, Rochester, N. Y., whose hair and scalp treatments are used in 229 shops located in 179 cities throughout the country, is planned for the fall. Magazines will be used.

Hoyt's Service, Inc., New York advertising agency, has been retained to direct this campaign.

Merchants Co-operate to Ad- vertise Their Street

The merchants of West Eleventh Street, Anderson, Ind., are co-operating in a local newspaper campaign to advertise their street as a shopping centre. They have adopted the slogan "Turn West—Get the Best," which appears in all their full-page display advertisements. The campaign is being directed by the Mid-West Advertising Service, of that city.

Joins A. Stein & Company

F. B. Steward, formerly with the Beneke & Kropf Mfg. Company, Chicago, has joined the advertising staff of A. Stein & Company, Chicago, manufacturers of "Paris" garters, and "Hickory" garters and waists.

San Francisco Radio Publica- tion Has New York Office

Radio, San Francisco, has opened an office in New York which will be under the management of L. D. McGeady who has been representing Radio in the New York territory for several years.

The American Mason, Philadelphia, has appointed J. S. Baughman as general manager.

for THE STREET



Models from Stein & Blaine. Drawn by Harriet Meserole

© Vogue

WE began advertising in Vogue 19 years ago and have continued with few interruptions until the present. In fact, we have used Vogue every year for the past 12 years and it has unquestionably made us known to many persons we now number among our clientele. Because the magazine goes directly to discriminating women it has proved a valuable and exceptional medium in which to present our most distinguished creations. We are using Vogue now and will continue to do so.

(Signed)

STEIN & BLAINE

VOGUE

Sells Merchandising Ideas and Gets Orders for the Merchandise

Through Trade-Paper Copy That Has Treated Merchandising Ideas as of Primary Importance the Harry Berger Shirt Company Has Secured 7,000 Dealers

By James True

WITHIN three years Harry Berger, a shirt manufacturer, has secured 7,000 dealers by means of a selling plan that has trade-paper advertising as its principal factor.

Furthermore, his is a difficult field. There are a number of large shirt manufacturers whose brands, long on the market, offer the keenest of competition. And it would seem that a new product would have a slighter chance for rapid success in this field than in almost any other.

However, in August, 1919, Mr. Berger came to New York and established the Harry Berger Shirt Company. He had been employed in the business since his boyhood, and had worked in every department of the business. And after several years of planning, he had concluded to advertise before he had found locations for his new factory and offices.

"So far as selling is concerned," he said recently, "our first year in business did not count. Our goods were bought, not sold, as was the case with most other goods. Our problems were those of production, almost entirely. Yet, we used a double-page spread in every issue of two monthly trade publications and frequent quarter-pages in a trade daily.

"And we used selling copy—the most convincing selling talk we could think of. Although we did not have to advertise for immediate business, we realized that the abnormal demand was temporary, and we knew that it was necessary to sell our ideas and our institution to the trade for the sake of our future business.

"Furthermore, we realized that established manufacturers of other goods sold to our class of trade

were watching our progress. Because our advertisements interested them they sent us many customers. Then, too, there were the thousands of young men in the stores—the retail salesmen who, we knew, would not only influence a great deal of business as soon as conditions became normal, but who would also control much of the business in future years. I will have more to say about them presently.

COMPETITORS' COPY STUDIED

"After many years of study of the methods of practically all those who sold to the men's furnishing trades, I had come to the conclusion that the average manufacturer was too short-sighted. All of the makers seemed anxious to furnish what the dealer wanted, and, although a few of them advertised to the wearer, their interest in their merchandise extended, apparently, no farther than the dealer's shelves. In their trade paper advertising they talked their own language, not the dealer's language.

"We determined to speak the dealer's language in every advertisement we published. Our policy was created entirely from a study and an analysis of the retailer's business. While others offered him goods that they thought he wanted, we offered him merchandise that we knew his customers wanted, and sold him on that basis. Furthermore, being intimately acquainted with his problems, we were frequently able to tell him what to offer and how to sell it quickly at a profit. When conditions were dull we offered him merchandise and merchandising ideas."

(Continued on page 41)



The lady in Mary MacKinnon's drawing studies the Russian costume which inspired her own frock.

FROM the Russian revolution to your wife's new fall frock seems a tremendous leap. But because so many noble Russian *emigrés* are in Paris maintaining themselves with the aid of their needles, Russian embroidery has become a craze of the new mode. An understanding of fashion makes it almost as interesting to a man as it is to every woman. Harper's Bazar appeals to the woman of wealth and social position because its *raison d'être*—new and exclusive fashions—is an interest very close to her heart.

Harper's Bazar

Find Out What People

—and you have a very clear idea of the kind of people they are.

In the past ten years the readers of The Mentor have spent \$567,500 for back numbers of The Mentor.

Here are a few of the titles for which the demand continues year after year:

Scotland — its people, traditions, literature and life.

The Orchestra—no one can read this number without gaining an increased understanding of, and pleasure in, good music.

American Sea Painters—featuring Winslow Homer.

Furniture and Its Makers.

Theodore Roosevelt.

People Spend Their Money For

If you, yourself, were to specify the sort of homes in which you would like to have your product bought, you might possibly do it in these words:

"Give me the homes in which the people are interested in books and travel," you might say. "Homes where good music, good pictures and good furniture are loved—the sort of home that Theodore Roosevelt lived in, and stood for."

The Mentor does not pretend to know how many such homes there may be in America; but it does know that it is welcomed once a month into 100,000 of them.



THE CROWELL PUBLISHING COMPANY

381 FOURTH AVENUE, NEW YORK

THE WATCHFUL EYE OF THE EDITOR

*—Telling the Farmer How to Raise a Crop
Is Only Beginning of the Editor's Job*

COMPARING the scissors-and-paste-pot farm paper of a few years back with the modern farm journal, edited by a highly specialized staff, would be like placing DeWitt Clinton's first train alongside the "Twentieth Century."

And to the modern editor's usual responsibilities there have been added a multitude of side issues that vastly widen his scope of usefulness to the farmer.

For example, editors of the Oklahoma Farmer-Stockman are responsible for abolishing usurious interest rates in Oklahoma, establishing co-operative marketing associations, framing an agricultural livestock lease that is converting tenants into farm owners, and have initiated a score of other equally important movements improving farm life and farm profits.

Indeed farm papers should be gauged by the measure of their helpfulness to readers. That is the yardstick that constitutes the editorial policy of Oklahoma's Favorite Farm Paper. May we submit further facts for your approval?

**THE OKLAHOMA
FARMER-STOCKMAN**
PUBLISHED BY THE OKLAHOMA
PUBLISHING CO. PUBLISHERS OF THE DAILY OKLAHOMAN
AND OKLAHOMA CITY TIMES

CARL WILLIAMS
— Editor —

Edgar T. Bell, Adv. Mgr.

Oklahoma City, Okla.

E. KATZ SPECIAL ADVERTISING AGENCY
New York Chicago Kansas City Atlanta San Francisco

Illustrating this point, an advertisement published last December is typical. A double spread was headed across both pages, "Buzz Western Union Quick!—This Calls for Action." Then, under a half-tone illustration of three assortments of silk shirts,

dozen. And the copy explained the offer with these paragraphs:

"What do you do with your broken lots of silk shirts?" is a question we're often asked. Well, in the past we—like most manufacturers—sold them in large quantities to a few big operators.

But the following thought has occurred to us!

Why hand these plums out to a few accounts? Why not hand them out in smaller quantities to a thousand retailers and get the good-will of thousands instead of a mere few? Why not give the smaller retailer the same chance to make a buy that will stimulate holiday selling and holiday profits for him just as it does for a few big operators?

Needless to say, this unusual appeal brought prompt and generous results. Within a few days, telegraphic and mail-orders had not only cleaned out the entire stock, but had established a number of desirable accounts that have remained with the company.

Another typical advertisement was headed, "Here is the Shirt Novelty that Paris Went Wild About!" followed by the displayed caption, opposite the full-page illustration of the shirt, "Imported End and End Madras."

Shirt With Laundered Collar to Match, a Parisian Adaptation that is a Winner, Offered in the Nobby Pastel Shades at \$27 per dozen." The copy then stresses the Paris vogue of the shirt, but soon brings it home to the dealer with, "You'll find this novelty great for stimulating business—especially if you're the first to offer it."

It is copy like this, copy that makes a definite offer and suggests to the dealer how the offer can be made to benefit him, that fills practically all of the advertising space used by the company.

"During our first year," Mr. Berger continued, "we had but one salesman on the road, and we finished the year with about 1500

*Here is the most wanted
Shirt of the day!*

WASHABLE

Pure Silk Jerseys

in the popular Tan and Silver Grey shades with attractive soft set-in collars to match.

The Appropriate Shirt for Tweed Suits!

TWEEKS are responsible for the sudden demand for suitable. Fine 35s. Jaeger, Tan and Silver Gray. And rightly so, for no other shirt increases so perfectly with trends as do these well priced 35s. Jaeger—particularly with their subtle soft colors to match.

Remember this:—The quality offered here is not only pure silk, but a genuine heavy quality that will give the service and satisfaction to which your customers are entitled.

The cost of our superior quality is no more than others ask for inferior goods for those we offered

A: 3 **48** Dec.

Order By These Lot Numbers—

Call 800-666-7466—Tax Worksheet Form 990 January 2000

Lot 2000—Silver Gray Wagon, Price \$100.00

• You can also buy these with color attached

for early June Delivery.

As the 1990s unfolded, the market for the book changed. The book was no longer a niche product, but a mainstream one. The book was no longer a niche product, but a mainstream one. The book was no longer a niche product, but a mainstream one.

AD008—Silver Gray Washable 100 Jersey, cut
to match the button barrel —10 000.00

Price includes Express: Call to Match

Case Study 4-11	Value \$100,000	Rate 10%	Time 10 Years
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The separate roller to match is cut from quilt as much ease as the skirt. It is shaped to

...the name of the work, it is found
with the same title in the 1st. 2nd. 3rd.

The *Harry Berger* Shirt
Tailored in New York at 76 Fifth Avenue
Came to New York City by Express from
15 Massachusetts Street, Boston

Telcordia in New York at 26 Fifth Avenue

Open Standards
in the
U.S. Market

SPECIFIC COPY THAT TELLS THE RETAILER WHY THIS
LINE OF SHIRTS WILL SELL

the first part of the copy, set off by a rule border, was headed, "Why Not a Xmas Silk Shirt Sale in Your Store?" with these convincing statements following:

Remember that the usual selling price of these shirts is from \$7.50 to \$10. By taking advantage of our offer you are placed in a position where you can sell these superb garments at considerably less than the regular selling price and yet make a handsome profit for yourself. What better item could you offer for attracting holiday trade? And what merchandise could better build good-will for you? Here, indeed, is a real merchandising opportunity for you.

The special offer was the company's entire broken stock of fine silk shirts, "in a Five Dozen De Luxe Assortment," at \$57.00 a

active accounts on our books. However, as I have said, that was not a special credit to us. We were oversold most of the time. But the slump in demand came just before we entered our second year, and then we had to employ all of our best merchandising ideas.

"Most of the manufacturers who sold our class of trade found

every store they visited.

"While our company was only one year old, our trade-paper advertising had created the impression that we were decidedly alive, that we had made remarkable headway, and dealers generally, even though they were in no buying mood, were interested in our goods and our progress. Our salesmen were trained in the spirit of our advertising, and they had little trouble in getting buyers to look at our samples."

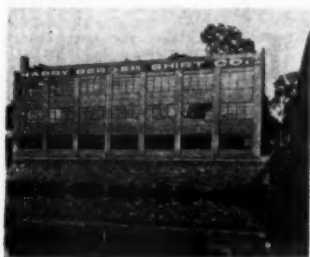
The advertisements published during the second year plainly show the development of the company's advertising policy. In almost every instance, specialties were offered, goods that were unusually attractive and different, and practically every advertisement explains why and how the goods can be made to sell quickly and, by bringing customers into the stores, assist dealers to work off the costly burden on their shelves.

"We ended our second year," Mr. Berger continued, "with 3500 accounts on our books. Orders were small, as a rule, but they were fairly frequent, and our volume showed a very substantial increase.

"Our third year, just completed, finds us with a dealer force that promises to reach the 10,000 mark before 1923, and with eighteen salesmen on the road. Orders were larger and more frequent, and our volume more than doubled."

Practically every account established by the company was developed from an inquiry or an order resulting from the trade-paper advertising. The primary selling effort always has been to get an assortment, no matter how small, into the dealer's store. The quality, talking points and salability of the merchandise are relied on for repeats. And to make these elements result in future business, the company uses a system of promotion which is operated by mail in co-operation with the salesmen.

"But it is our viewpoint," Mr. Berger insisted, "our understanding of the dealer's problems, and



Because of this Plant

there is now room on our selling staff for one or two more men who can intelligently sell a product of quality



MOVE you see the new Harry Berger Plant reproduced from a photograph. The picture itself is of no particular significance until you couple it with the fact that it is not less than three years since the Harry Berger-Printers' Ink plant—this was first introduced to the trade. There is something besides just facts and figures to a plant that can build a plant like this in less than three years.

HELP-WANTED ADVERTISING THAT HAD AN
INDIRECT PRESTIGE-BUILDING
EFFECT ON RETAILERS

that the dealers did not want anything, or did not know what they wanted. So they laid off as many salesmen as possible, cut down the advertising and other expenses, and began a campaign of watchful waiting.

"We renewed our three advertising contracts, began the publication of a quarterly circular, and put six salesmen on the road. Then we began to reap the benefit of all the advertising we had done when business came without effort. The market had changed with the results that are well known. The public was disinterested, tired of spending. But our salesmen, instead of experiencing the heartbreaking effort of introducing an unheard of new line under such conditions, found that they had friends in almost

?

What do the country bankers think about the automobile business?

Is there still the "used-car" problem?

What does the car owner expect from the dealer?

How about the flat rate?

These are just a few of the sales and advertising questions that are answered in the October issue of Cosmopolitan's Motor Sales Service which will be sent to 30,000 automobile dealers and jobbers September 10th.

A copy will be sent on request.

Covers the Motor Market
Cosmopolitan
America's Greatest Magazine.

W. S. BIRD
 Eastern Sales Manager

A. C. G. HAMMESFAH
 Business Manager

J. J. BARNETT
 Western Sales Manager

our study of the wearer's preferences that have made our trade paper advertising successful. Many dealers have used not only our headlines, such as 'The Shirt that is Worn at the Ritz,' and 'Diamond Dobbies'—a Sparkling Silk Stripe Novelty,' and many others, but frequently they have republished our advertisements, almost word for word, in their local papers over their names. One advertisement that was particularly effective brought us several offers from dealers to stock our shirts if we would grant them permission to reproduce the advertisement."

Many of the items advertised seem to have been created to conform to the advertising policy, to furnish something interesting to write about. As an example of this, last spring solid color silk shirts were in fair demand. Practically all good dealers had stocked them in pastel shades of grey, tan and blue, with the last predominating. The company took advantage of this preference of the public and bought a quantity of silk which was sent to the dyers, and, after some experimenting, an entirely new shade of blue was created.

This furnished a specialty that no other manufacturer could duplicate for immediate delivery. The Berger Company advertised the shirts as exclusive novelties, and sold hundreds of dozens of them because they were popular with the public.

"There is another important phase of our sales work that I want to mention," Mr. Berger said. "That is the effect of our advertising on the salesmen in the stores. Few advertisers give them much thought; but their influence is invaluable. They are, perhaps, the most interested readers of trade journals, and every piece of copy we publish is written with their interest in mind. As a result, numerous dealers have told us that our selling effort and our merchandise were first called to their attention by their salesmen."

"Furthermore, some of the best accounts on our books are those

of the salesmen who have gone into business for themselves. Last week we secured two such accounts, and sixteen came to us during the last year. We consider this the best possible kind of business, for we are getting in on the ground floor, and our ideas and our merchandise assist such dealers to establish themselves."

Parisian Dressmaker Advertisers in America

The following advertisement has appeared in a number of newspapers throughout the United States: "A Great Couturier and a Great Artist. No less a person than Mme. de Wagner, of the house of Drecoll, has secured no less an artist than Mlle. Madeleine, formerly of the Champs-Elysees, to add the poetry of dress to her superb collection. Drecoll 4 place de l'Opera, Paris."

Plan Direct-Mail and Business-Paper Campaigns

The Faspray Corporation, maker of automatic dishwashers and The I. Kalus Company, maker of bakers' fixtures and machinery, both of New York, will conduct business-paper and direct-mail advertising campaigns. The Waverly Company, New York advertising service, has obtained these accounts.

California State Dairy Council Appointment

Robert E. Jones, sales manager and publicity director of the Sutter Basin project, California, will become publicity director of the California State Dairy Council on September 1, with headquarters at San Francisco. Mr. Jones was at one time with the Sacramento Bee.

W. A. Kittredge with Lakeside Press

William A. Kittredge, formerly art director of the Franklin Printing Company, Philadelphia, and before that with the Riverside Press, Cambridge, Mass., and the Oswald Press, of New York, has joined the Lakeside Press, Chicago.

Canadian Railway Advertiser Hunting Season in U. S.

The Canadian National Railways is advertising in newspapers of New England, and the Eastern and Middle States. The copy tells of game hunting districts along its route.

A. H. Mulford, who for many years was with Gatchel & Manning, photo-engravers, Philadelphia, has joined the selling staff of the Franklin Photo-Engraving House, of the same city.



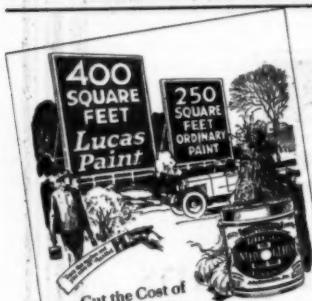
William F. Johns

Four years in the Chicago office of The Minneapolis Journal, and three years in the Minneapolis office, have well fitted Mr. Johns for competent service to advertisers, as the newly appointed Advertising Manager of The Journal.

THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and
San Francisco by O'Mara & Ormsbee, Inc.*

LARGEST FARM PAPER—1,150,000



Cut the Cost of Fall Painting

AUTUMN rolls around again—the big push is past—now is the best time to paint and add years to the life of your buildings. Naturally you want to hold the cost down. Then select good paint, regardless of the cost per gallon. Cheap paint costs more per square foot in both paint and labor—for it doesn't cover so much surface as good paint. It costs more per year of service, too, for it doesn't last so long. And most important of all, it fails to "save the surface" from decay and deterioration. So don't consider that you are saving money when you buy paint that costs less per gallon than

Lucas Tinted Glass Paint

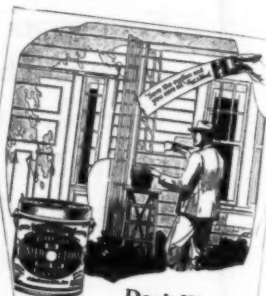
This paint will save you money. One gallon covers 400 square feet or more, two coats, depending upon the condition of the surface—100% more than ordinary paint. That makes Lucas Paint cost less to begin with and the price reduces every year of extra service that Lucas Paint gives. Grinding and regrounding the pigments, and an extra high percentage of pure raw linseed oil makes this paint spread farther, look better and last longer. The same care is used in making Lucas Bare Paint, Lucas Wagon and Implement Paint, Lucas Varnishes, etc. You will find economy in everything bearing the Lucas label.

Send for color cards and name of the nearest Lucas dealer. Address Dept. 49.

John Lucas & Co., Inc.
100 N. 10th St., Chicago, Ill.

Lucas
Paints and Varnishes
Purposely Made for Every Purpose

Two advertisements of a series now running in THE FARM JOURNAL.



Don't Wait

PAINTING costs less than it did. Why delay this necessary protection for your property? Any one painting costs less than not painting—rough good materials or bad, shabby and rust, warping, cracking, work already in decay on your buildings—prevented with good paint.

Cost of paint every three or four years is an outlay of only a few cents a month. Yet it means a saving of many, many dollars in repairs, and adds greatly to the value of your property.

But use good paint. Cheap paint isn't cheap—it's expensive.

Lucas Tinted Glass Paint

Covers 400 square feet or more per gallon, two coats, depending upon the condition of the surface, 100% more than ordinary paint. It endures years longer, thus more further reducing the first cost.

The reason for this is that Lucas materials are ground days longer, stand more rigidly and are mixed with a higher percentage of pure linseed oil—which gives a deeper gloss and greater durability.

Write Dept. 49 for color cards and name of nearest dealer.

John Lucas & Co., Inc.
100 N. 10th St., Chicago, Ill.

Lucas
Paints and Varnishes
Purposely Made for Every Purpose

0,000

THE FARM JOURNAL—1,150,000

Lucas Likes Leaders

One of the greatest tributes a manufacturer can pay to its advertising is a frank admission of *results*.

John Lucas & Co., Inc., manufacturers of an all-exclusive line of paints and varnishes has paid this tribute. In spite of the adverse business conditions generally prevailing throughout last year, this great manufacturer reports the biggest sales volume in the history of their business.

Only by the strictest maintenance of quality—only by the most intensive merchandising and advertising effort—only by the most careful selection of *media* in the various fields in which Lucas products are used, could such results be secured.

The choice of The Farm Journal as the best and most economical medium covering the great agricultural field is certainly a most fitting endorsement of its effectiveness as a result getter.

The Farm Journal

NEW YORK

PHILADELPHIA

CHICAGO

000

LARGEST FARM PAPER—1,150,000

WICHITA FALLS, TEXAS

An Important Marketing Center

There are six steam railroads radiating in seven directions—The Ft. Worth & Denver trunk lines; The Wichita Falls & Northwestern; The Wichita Falls & Southern; The Wichita Valley; The Wichita Falls & Oklahoma; and Missouri, Kansas & Texas.

The Rock Island system will be connected with Wichita Falls by Jan. 1, 1923, tracks now being laid.

Wichita Falls is the logical distributing point for northwest Texas and southern Oklahoma.

With lower freight rates than Dallas and with such shipping facilities as afforded by seven railway lines, Wichita Falls' importance is obvious.

There are profitable reasons why national advertisers should classify Wichita Falls with such cities as Dallas and Houston in all Texas campaigns.

Wichita Daily Times

A. B. C. Member

Evening and Sunday Morning

Wichita Falls, Texas

E. Katz Special Advertising Agency
New York Chicago Atlanta Kansas City San Francisco

Making the Advertisement a Stage and Using Prospective Customers for Actors

How the Grinnell Company Dramatizes Its Sales Campaign and Attracts Inquiries from the Desired Class of Prospects

By Roland Cole

ONE of the chief difficulties encountered in the selling of a technical product or service to industrial concerns is getting the proposition before the right man—the man who has authority to pass on it. A second difficulty is putting the proposition before that man so he will see it from his own point of view.

Just the other day a man who sells special machinery for wrapping package merchandise secured an interview with the buyer of a company in the candy line, whose leader was a ten cent package of chocolate. This salesman had tried to get an audience with the president or the officer in charge of manufacturing because he felt he had an engineering proposition of sufficient importance to interest the head of the business. After two months' effort, he could not get beyond the purchasing agent.

"What do we want your machine for," asked this individual, "when at present we don't wrap enough of our ten-cent package by hand to keep the girls in that department busy four days a week?"

"I am not trying to sell you a machine," explained the salesman, who was the vice-president of his own company. "It's your market, advertising and quantity production that I have in mind. At present you are wrapping your package by hand. It costs you nothing, we will say, because you tell me you take girls from other departments when their regular work slacks up. That is something else again. Machine wrapping is not merely buying a wrapping machine but a problem in industrial engineering, if you like, or higher mathematics. It begins with your present cost of manufacture,

which is based on your present limited output, and this you might say is a problem in elementary arithmetic, like two and two make four. I am not proposing merely to substitute one thing for another but to translate your problem into terms of algebra by taking your cost elements as they exist at present and showing you how they may be almost indefinitely extended to provide the selling and advertising expense to reach a national market through quantity production."

"Too deep for me, Mister," said the purchasing agent, as he turned away. "Stick to prices and terms and I'll try and stay with you. But if you want to talk higher mathematics you'll have to tell your story to somebody else."

The selling problem of the Grinnell Company, of Providence, R. I., makers of sprinkler systems and industrial piping, is not unlike the one indicated in the foregoing illustration. The company has a story to tell that reaches beyond the authority of the average purchasing agent and challenges the consideration of the higher officers. Not only that, but the story must be told in terms related to the vital interests of the prospect's business.

The company has thirty-four engineering officers, thirty-two general foremen, one hundred and thirty-four resident construction foremen and a normal road force of 1300 men. Alfred Fritzsche is general sales manager under whom are sales managers of the sprinkler division, industrial piping division, and so forth. The main plant and executive offices are in Providence; other plants are located in Auburn, R. I.; Warren, Ohio; Atlanta, Ga.; Philadelphia;

Chicago; North Charlotte, N. C.; San Francisco; Los Angeles; Toronto; Montreal and Vancouver.

Who is a prospect for the company's products, how are prospects located, how are sales made, and what part does advertising play in the selling plan?

Advertising plays a tremendous important part in the sales cam-

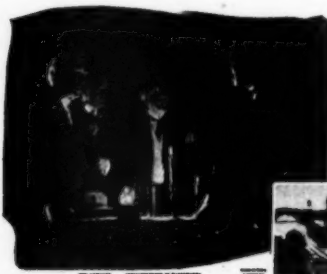
The president of a company, the production manager, the consulting engineer and the plant engineer are the four men involved in a sale or contract. In the sale of an accessory line, like pipe hangers, it is the consulting engineer and his chief draftsman who are the key men to be reached. These men often have

the determining word about specifications and lists of material.

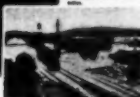
It must not be supposed that the list of prospects and men enumerated in the foregoing paragraph were discovered by the Grinnell Company by the simple act of thinking about the matter. The arrival at the conclusions therein set forth was achieved only after protracted investigation, long consultation and preliminary experiment. Data collected over a period of years from road men and mechanics were painstakingly examined and sifted. All that reveals itself in Grinnell advertising has its justification far back.

The solution of the sales problem of the Grinnell Company was found to rest upon the advertising campaign, first in the preparation of the story and second in

Desperate Fight out of the Pipe Shop



Where the fire came from
The pipe shop was the scene of the fight. The fire was caused by a gas leak. The pipe shop was the scene of the fight. The pipe shop was the scene of the fight.



Coming!—in the hour of desperate need

The Mayor, biggest boss in the city, was the first to see the danger. He called for the fire department. The fire department came. The fire was out. The pipe shop was the scene of the fight.

"What was the cause of the fire?" asked the City Engineer. "The pipe shop was the scene of the fight. The pipe shop was the scene of the fight."

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GRINNELL INDUSTRIAL PIPING

Automatic Sprinkler Systems, Heating, Power and Process Piping

Your kind, their kind, every kind of Piping

THE LARGER ILLUSTRATION MIGHT WELL BE A SCENE FROM AN AMERICAN DRAMA

paign because it has done and is doing just what the salesman in the opening incident of this article failed to do—it finds exactly the right man and it tells him the story in terms of his own interest.

Every sale is a contract to equip a building or a plant with a system of industrial piping for automatic fire sprinklers, dryers, heating, or for pipe hangers, an accessory line of the company. Manufacturing plants, hospitals, hotels, schools and public buildings of all kinds are prospects.

the presentation of that story to the right people.

Two distinct campaigns were planned, one for sprinkler systems and the other for industrial piping, the latter covering the accessory line of pipe hangers. The selection of publications in which to publish the advertisements was a matter of great importance. A limited number of magazines of national circulation were chosen and in addition to these an extensive list of journals in special industrial fields, textile, engineering,

Chicago and—"Bust"

Chicago is a source of rich profit to advertisers whose advent is timely, and who seek and are guided by competent merchandising service.

It's a graveyard for those who try to "break in" before they are ready, or who come in badly advised and counseled.

The Chicago Evening American's merchandising service, without "hoakum" or unnecessary conversation, renders the kind of efficient service that makes for success.

If you are not in all respects "ready" for Chicago, it will tell you so. If you are, it can and will be of invaluable assistance in your Chicago campaign.

This service is available to all responsible advertisers.

CHICAGO EVENING AMERICAN

architectural, for industrial piping, and civic, hospital and school journals for the sprinkler systems.

The presentation of the story offered difficulties of many vexing sorts. The company did not wish to draw inquiries from people who had no active interest in piping installations. An executive of the company said:

"We did not care to have disinterested people do more than glance at our advertisements. On the other hand, we wanted individuals belonging to certain professions to read them thoroughly. It might be inferred, therefore, that the publication of our advertisements in certain periodicals of national circulation was wasteful. We did not consider that the advertising would be wasteful, however, if it caught the attention of the people we desired to reach. Accordingly, our advertisements were written to select from the national audience just the people in it who would be interested in our proposition."

Industrial piping, whether for sprinkler systems, dryers, heating or for conveying liquids or gases through pipes, interests the president of the company, the production manager, the consulting engineer and the plant engineer. How could one advertisement be written so as to attract the attention and clinch the interest of all four classes of people, when each would be concerned with a pipe installation from a different side?

The problem was solved by devising a series of dramatic situations each one involving a cast of four characters and making a one-act play of each situation. The material for these little dramas revealed itself in the daily work of the company's sales force and traveling installation crews.

A large manufacturing plant had an accident in its boiler room. The main steam line blew up and put the engine out of commission. Investigation showed that a pipe hanger had given away and allowed a pipe to sag and this caused an accumulation of water in the main steam line which burst when steam was turned on in the morning.

Out of these facts a drama-advertisement was constructed. The "big moment" is pictured in an illustration that shows a portion of the wrecked boiler room. Four characters occupy the stage, each "caught" in a dramatic attitude—the president, stern and inquisitorial, facing the consulting engineer. Behind the president are the production manager and the plant engineer wearing expressions of puzzled inquiry. The consulting engineer alone is self-possessed and smiling. Below the picture the story is told:

"I'm going to the bottom of this accident," said the President sternly. "But first tell me how soon you can repair that line and get the engine running?"

"Two weeks, maybe three," replied the Plant Engineer.

"Three weeks!" burst forth the Production Manager. "Our profits are going 'blooey' at the rate of \$1,000 a day. Can't we hold the engine manufacturer responsible?"

"It wasn't the fault of the engine," said the Chief Engineer. "A pipe hanger gave way during the night and let the pipe sag. That sag left a slug of water in the main steam line. As soon as steam came on this morning she blew up and put the engine out of commission. The boiler room is a wreck."

"Just then the Consulting Engineer, who had been called in for advice in this emergency, stepped out of his car."

"We certainly need you," said the President. "The explosion, they now say, was caused by a pipe sagging. Yesterday they would have boasted about our fine piping system."

"It was as nice a job as ever I saw when it went in," said the Plant Engineer.

"Exactly. That's just what fools hundreds of manufacturers," explained the Consulting Engineer quickly. "The stiffness of the pipe when first put up deceives them. Then, after a time, comes sagging. The chief cause is the weight of the pipe itself. As a rule, not one hanger in three is holding up its share of the weight."

"Don't you keep your pipe hangers adjusted?" the President demanded of his Plant Engineer.

"I'm at our little hundred miles of pipe eternally. But it takes half an hour to change one hanger."

"Do you mean to tell me that there are no pipe hangers that can be adjusted quickly and easily?" A look of blank amazement overspread the President's face.

"I remember," said the Production Manager ruefully, "that the engineer from the Grinnell Company put up an argument about adjustable hangers which they always use. At that time it struck me as being just a sales-argument."

President: "At last I've got to the

(Continued on page 57)



That Problem of Reaching Dealers

It's just a problem of asking the help of the leading newspaper in the district.

The Globe-Democrat's Service & Promotion Department, the first in St. Louis, is solving this problem today for advertisers seeking quick access to this market.

Bring your problem to the newspaper which is read by 87% of the out-of-town merchants in the St. Louis district who are served by St. Louis papers.

Globe-Democrat

For St. Louis and the Rich
Mississippi Valley

NATIONAL REPRESENTATIVES

F. St. J. Richards
NEW YORK

Guy S. Osborn
CHICAGO

J. S. Scolaro
DETROIT

C. Geo. Krogness
SAN FRANCISCO

Dorland Agency, Ltd., London

Associated American Newspapers, Paris

Exclusive....



This year—Sealpax advertising in the metropolitan papers was confined to New York and Chicago. One newspaper was selected in each city . . . the one newspaper best qualified to carry the advertising load.

Chicago Herald a

NEW YORK: 1819 Broadway
SAN FRANCISCO: Monadnock Bldg.

...in Chicago

¶ In Chicago
the Herald and
Examiner ran the
Sealpax 10,000
line schedule . . .
exclusively.

[[*The result? The creation of new
outlets hundreds of them
. . . . and the permanent estab-
lishment of Sealpax in the great
Chicago market.*]]

1d and Examiner



Don't Deceive Yourself

Imported cigars *are* better
than domestic, linen is bet-
ter than cotton, custom-
made clothes *are* better
than ready-made. Charles
Francis Press printing is
better than the average.

Charles Francis Press

Printing Crafts Building • Telephone Longacre 2320

461 Eighth Avenue, New York

bottom of it. You were afraid you would fall for a selling argument, so your mind was closed to the plain buying reason he was giving you. Your lesson will cost us about \$14,000 before we get the plant running again."

As the reader will see at once one of the difficulties of making an advertisement of this kind believable is the very method of presentation, designed as it is to catch the interest of the prospect. Every advertisement, therefore, contains a box with the caption, "Where the facts came from" and an explanation like the following:

"This incident was recently told us by J. E. Sirrine and Company, the well known Consulting Engineers. They know from experience that the Grinnell adjustable hangers, such as are shown here, make better and safer piping and low maintenance cost."

The group of "actors" is varied occasionally. In one advertisement on pipe hangers it is the president, the consulting engineer, the chief draftsman and the junior draftsman who occupy the stage. In other advertisements on sprinkler systems for schools or the power house of a municipal corporation, it is the mayor, the city engineer, the superintendent of water works and the consulting engineer. Such changes in the "cast" are the exception. In by far the largest number of advertisements the president, production manager, consulting engineer and plant engineer tell the story.

THE TASK OF FINDING THE RIGHT TYPES.

In the creation of this campaign much depended upon the types of men selected for the parts. The president must look like a president and not like a youthful go-getter or the hero of a movie thriller. The plant engineer must be exactly the sort of plant engineer that would be found in many plants. In order to make the story convincing each one of the "actors" must appear to be exactly the sort of man one meets in business every day and not an ideal type.

Instead of drawings, therefore,

it was decided to use photograph, and to entrust the work of finding the right types of men and of making the photographs to a man experienced in this line. The success of the advertising campaign is due to a very large extent upon the success of the photographer in producing the series of photographs that forms the basis of these advertisements.

Directly beneath each man in every photograph is printed his title. This feature is far more important than it would appear at first sight, because it is the means of interpreting the picture quickly to the reader—in other words, it is the thing that puts the reader instantly into the picture and makes him a part of the advertisement.

Here is one of the most successful advertisements in the series. The scene is the boiler room of a manufacturing plant. The four characters stand in a close group. Three of them face the plant engineer—a grizzled veteran with white hair and mustache. Dressed in overalls, a collarless shirt, with sleeves rolled up, he is talking excitedly to the three men before him. The president—a man of sixty or sixty-five, keen, incisive, prosperous-looking—stands nearest to him. Behind the president, and looking over his shoulder at the plant engineer, is the consulting engineer, professional-looking, well-dressed and alert, and next to him the production manager, sharp of visage, practical. The title of the advertisement is "Proposing to Heat a Building for Nothing a Year Takes Courage." This particular advertisement was used twice in the campaign, the second time with a box over the illustration, "This advertisement is Repeated by Request."

This same group of men were put through a long series of dramatic situations. In one advertisement they are shown in the boiler room of a factory. In another they stand huddled together in a blinding snowstorm discussing the details of outdoor construction. Again they sit in the

president's office gazing out of the window toward the plant. In others they are inspecting the ruins of a fire, or examining the site for a new building, or standing on the roof of a factory discussing changes or additions. In every scene the titles printed below the individuals proclaim the function of each, enticing the reader's interest and helping him into the story.

The text of each advertisement is in the form of a dramatic dialogue.

"Only in this way," explains the company, "is it possible to present the four points of view represented by the four men and bring them to a focus. Four men are necessary to press home to two of them that they might have been passing up a solution prepared by us.

"A small rectangular box in the lower corner of each advertisement sums up one or more of our service slogans. In this we emphasize our service and our guarantee. An installation must actually do for a client what our engineers calculate, even if the calculations promise a revolutionary performance never hitherto achieved in similar situations. This is true no matter how many thousand dollars are involved. It takes only a few words to drive home the fact that the prospect himself takes no financial risk on our knowledge of his business."

Every Grinnell advertisement is designed to pull inquiries. Sometimes, but not always, a coupon is incorporated in the advertisement. One advertisement, headed "That Slim Gray Pamphlet," shows an illustration of the "slim gray pamphlet" at the top next to the photograph, with a coupon "laid over" the pamphlet reading: "Engineers and manufacturers who did not consign to the waste basket the copy of 'That Slim Gray Pamphlet' we sent them are asking for from 10 to 60 copies. Fill in the coupon and one copy will be mailed you for examination. This booklet should be in the hands of every man who is responsible in any way for piping

equipment of any kind, big or little." Spaces for name, address, city and business follow.

In other advertisements inquiries are bid for by a short line printed directly under the "guarantee" box, such as, "Send for our booklet, 'Five Factors in Heating Costs,'" or "Send for your copy of the 'Grinnell Bulletin.'" In still other advertisements the booklet is referred to in the text, as "Write us for your free copy of 'Fire Tragedies and Their Remedy' and learn the truth."

WHERE THE SALESMAN COMES IN

Before concluding this description of the Grinnell campaign it is necessary to remind the reader of one thing that he may have overlooked: Sales of sprinkler systems or even pipe hangers are contracts based on a customer's peculiar and individual requirements. Grinnell advertisements uncover prospects. That is all they are expected to do. The sale has to be made in person by a representative of the company. How is the salesman to make good on this series of dramatized advertisements?

Every salesman carries a loose leaf binder entitled, "Industrial Piping Equipments as installed by Grinnell Company." On an introductory page it is explained that "This binder illustrates and very briefly describes a few of the thousands of industrial piping installations made by Grinnell Company. It is suggestive of our ability rather than descriptive of our accomplishments which would include practically every conceivable type of piping."

The binder contains proofs of the national advertisements. Following each proof is a detailed description of the installation upon which the advertisement is based. This in turn is followed by a series of photographs taken on the ground and showing the progress of the work. Last of all comes a reproduction of a letter from an officer of the company describing the work done by Grinnell and generally containing words of commendation.

The Greatest Problem of Industry—

*How to obtain increased
production efficiency?*

The August 30 Annual
Buyers' Guide of *Chemical
& Metallurgical Engineering*
is devoted entirely to this great
economic problem.

96 editorial pages.

400 pages of display adver-
tising.

Examine a copy of this un-
usual achievement in indus-
trial journalism when you
visit the Chemical Exposition,
Grand Central Palace, New
York, Sept. 11-16, Booth 42.

Chemical & Metallurgical Engineering

10th Avenue at 36th Street,
New York

Chicago
Philadelphia
Cleveland
Washington
St. Louis
San Francisco
London

A
McGraw-Hill
Publication

For example, one of the advertisements in the book is entitled "55 Acres of Borrowed Trouble." President, consulting engineer, production manager and plant engineer stand on a wharf in excited conference. In the background is a fifty-five acre oil plant in process of building. Sixty-eight miles of piping are needed and must be installed and in running order in four months' time. The dialogue presents all the difficulties of the undertaking and concludes by stating that the Grinnell Company did the job successfully.

In the upper left hand corner of the advertisement, under a running caption that links the whole series together, namely, "Dramatized Facts out of the Day's Work, No. 4," is a sub-caption, "Where the facts came from," which explains that in building the New England Oil Corporation plant at Fall River, Mass., sixty-eight miles of piping covering fifty-five acres were installed by the Grinnell Company.

Following the proof of the advertisement are three pages of printed matter presenting full details of the installation, outline of work done, fire protection and other features. This is followed by seven pages of photographs, presenting nineteen views of the work in various stages. Each photograph is numbered and captioned.

After the photographs is a letter reproduced on a New England Oil Corporation letter-head, addressed to the Grinnell Company and signed by the vice-president and general manager of the New England Oil Corporation. It refers to a number of special features of the installation and congratulates the Grinnell organization on the way the work was handled.

Thus the Grinnell salesman is able to convince his prospect of his company's ability to do the work required on any kind of job. Current bulletins of new accomplishments and proofs of new advertisements are sent to the salesmen from time to time and are filed in the loose-leaf binder. Pages are included showing a list of the company's offices, diagrams of the

locations of branch offices and territories of road crews.

The campaign has been extraordinarily successful in bringing inquiries from exactly the kind of concerns and individuals the company is most desirous of serving. The percentage of useful inquiries is very high. Of several hundred inquiries from one advertisement 65 per cent. were from consulting engineers or chief draftsmen. Each advertisement is a tabloid drama, or a "still" from the moving picture of industrial life, in which the reader sees himself as one of the actors and watches with close interest the development of the action involving as it does some problem of his own work.

There are like opportunities in advertising other products. Dramatic material is everywhere present in what has to do with human needs.

Norway's Advertising Club Wants American Advertising Specimens

CHRISTIANIA, NORWAY, Aug. 14, 1922.

Editor of PRINTERS' INK:

It will perhaps interest you to know that we in Christiania, Norway, now have organized our second advertising club. Business people here are awakening to the necessity of *planned* advertising and *organized* selling, and I am glad to state that PRINTERS' INK has had its great share in bringing this about. I am myself an enthusiastic reader of your paper and I have been fortunate enough to obtain many friends for you here.

This new club has asked me to write you if you thought it possible to obtain samples of American advertising which we would then exhibit for the benefit of advertising men. As the Norwegian people are purchasers of a great many American products such an exhibit could therefore serve two ends—*enlighten* us advertising men and *sell* American goods.

If you can do anything for us in this regard, it would be greatly appreciated. My address is: Raadhugaten, 2, Christiania, Norway.

ARTHUR NELSON.

Howard S. Merkel Advanced by Chicago Agency

Howard S. Merkel has been made manager of the production department of Maxwell McLaughlin & Company, Chicago advertising agency. He was with the Federal Advertising Agency, New York for two years and more recently was advertising manager of the Racine Rubber Company, Racine, Wis.



Hit the Bull's-Eye!

Sell St. Louis thoroughly. That's the primary object of national advertisers entering the mid-west market.

Sell it thoroughly at minimum cost by advertising in newspapers that completely cover the city and immediate trade radius—that circulate among consumers living in this zone of convenient supply—that have negligible duplication in circulation. Concentrate in evening newspapers.

Necessarily on the List—

THE ST. LOUIS STAR

don't say "Paper"—say "STAR"

Trade Mark Registered.

National Advertising Representatives

STORY, BROOKS & FINLEY

New York Chicago Philadelphia Los Angeles San Francisco

Labels and wrappers that have real selling value



ONE of the best salesmen a manufacturer can have—the *only* salesman who meets the consumer face to face—is the label or wrapper on the product.

Advertisers realize how a winning label will attract the customer's attention and actually *invite* him to buy. Design is of course a vital factor. But even the most striking design depends for ultimate success on vivid, accurate, uniform reproduction. The slightest variation in ink, sizing, stock, may ruin an otherwise successful run.

Engraving, plate-making, color printing— all present problems of their own,

problems which only the most expert knowledge can solve.

* * *

BACKED by unrivalled mechanical facilities, fifty years of experience, and the skill of a whole staff of experts, the Robert Gair Company offers you service which is unsurpassed. At our home plant on the Brooklyn waterfront are situated our laboratories, our photo-engraving and printing departments. We make our own colors, inks and glues. Our laboratory tests insure uniform results and unvarying shades of color every time your label or wrapper is run.

* * *

MANY of America's best known products have benefited by Gair labels and wrappers. All the labels shown opposite are tried and tested successes. Our complete facilities for rapid large scale production make the Robert Gair Company the logical source of supply, not only for labels and wrappers but for *all the essentials of modern package merchandising*: Folding boxes, Lithography, Corrugated and Solid fibre shipping cases.

Send for your copy of our new booklet "Testing the Merchandising Value of a Package"

ROBERT GAIR COMPANY

350 Madison Avenue, New York

CHICAGO PHILADELPHIA BOSTON BUFFALO

Music in the Farm Home

Nearly every farm home has at least one musician, and others are constantly being educated.

THE FARMER'S WIFE is serving well advertisers of band instruments, pianos, phonographs and other musical instruments, as well as those schools which teach music.

One reason for the success of the advertising on musical instruments in THE FARMER'S WIFE is because it reaches the women and girls in the farm home, who, most of all are interested in a musical education and the purchase of musical instruments.

We shall be glad to furnish further detailed information on request.

THE FARMER'S WIFE

A National Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS
ST. PAUL, MINNESOTA

Western Representatives
Standard Farm Papers, Inc.
1109 Transportation Bldg.
Chicago, Ill.



Eastern Representatives
Wallace C. Richardson, Inc.
95 Madison Avenue
New York City

Member Audit Bureau of Circulations

The Advertising Manager Will Watch Adjustments

Fine Examples of How Not to Answer a Letter of Complaint

GENTLEMEN:

We are shipping you today, express collect, ten boxes of your butterine, which we bought on trial. It is spoiled. As per your guarantee, we expect full credit.

THIS letter contains a positive statement of what the writer expects. Perhaps there were delays in shipment. Perhaps those ten boxes of butterine were left on a sunny platform for an afternoon or so. A number of things might have contributed to spoil ten boxes of perfectly good butterine. We'll take the customer's word for it. The butterine he ordered on trial was spoiled when it reached him. Of one thing we are as sure as he, the product was sold to him on a money-back guarantee. Hence his request for full credit.

The letter reached its destination, was decorated with a "received" time stamp and various clerks' initials, and routed to the adjustment department. This is the letter that it there inspired:

GENTLEMEN:

The ten boxes of butterine returned on which there was a charge of \$2.60, we find are not suitable for anything outside of the grease tank. As soon as we have a report as to what it is worth in the grease tank we will give you credit for it, but under no condition will we accept it at full list price as per your invoice of September 10.

There you have an equally positive statement of what the customer will not get, plus a suggestion that at some future time he may hear that he'll get something. Of course the grease tank might burn up; in which case there could be no report on these luckless ten boxes, and, as the credit seemingly depends entirely upon the report, we can only deduce—no report, no credit. No reason is given for this attitude. It may be right. Perhaps the customer should be bawled out for getting spoiled butterine. More than likely he should also be bawled out for ordering it

in the first place. Just off-hand it is difficult to understand why "under no conditions" can "full credit" be allowed on a guaranteed product.

Meanwhile the now ex-customer waits for the salesman. The salesman enters merrily—and gets kicked out through the skylight.

Unfortunately the files do not show what eventually was done by way of adjusting this little matter of ten boxes. It may be that that all-important report never arrived. The letter, however, remains as a shining example of what should not be written.

It is a fitting companion to the carbon copy of a letter recently shown by the disgusted salesman for a Southern specialty house. His customer had ordered a gross of lemon extract. When the shipment was received it turned out to be vanilla extract. With the vanilla extract on the counter all around him, the customer wrote:

Your shipment of my order just received. I ordered one gross lemon extract, you shipped vanilla. Please send me one gross lemon and I will return the vanilla.

In answer he received the following:

DEAR SIR:

In reply to your letter: We have checked our records carefully. Our shipping department reports they shipped you one gross lemon extract.

It took fourteen months of good salesmanship to get that merchant in a buying mood again.

By way of contrast the following, while it may not be a literary gem, is written in a spirit that makes friends:

In conversation with our representative, Mr. White, today the question came up why order for cattle was not properly taken care of.

This matter has been thoroughly investigated and find through oversight on the part of a clerk in the beef cooler that this order was not loaded in car on last Monday. For reasons

unknown no explanation was made to this department, and the cattle that was tagged up for you by our Mr. White when down in the cooler was taken off the sales rail and placed with the rest of the lot, taking tag off of cattle bearing your name.

Want to say, Mr. Harrison, we are sincerely sorry this has happened. However, it is one of those mistakes that is liable to happen at any time, and which unfortunately when it does happen, causes a great deal of inconvenience to the customer.

This matter was explained to Mr. White, who thoroughly understands the conditions. He is again ordering out one cattle to be shipped in Monday's car, and trust this meets with your approval and that this explanation will straighten out matters between you and us.

We appreciate your business very much and hope to continue it.

This letter is not offered as a model, but the honest effort made to explain and correct may well be copied.

Accidents are bound to happen. Conditions requiring adjustments can't always be avoided. That being the case, the sensible thing, and, happily, the increasingly general thing, is to grant at the outset that the customer may have logical cause for complaint. One thing is sure, he thinks he has. The customer may not always be right, but it pays to make sure he isn't right before telling him so. In this connection the following bulletin on the subject of adjustments issued by one of the large corporations to its correspondents is of interest:

"This business, like others, is conducted by human beings. Their intentions are good, but being human, they occasionally err. It is not wise to forget that.

"Different customers resent these errors of ours in different fashion, depending largely upon their dispositions. For instance; shipments to two customers get balled up. One man receives his shipment, says nothing, pays for it, disposes of the stuff, and marks Blank & Co. off his list. The salesman calls on his next round, and for his pains receives a non-committal, 'Nothing today.' The next trip and the next and indefinitely it's 'Nothing today.' The customer won't tell his grievance, but grins with satanic satisfaction

as he repeats to the mystified salesman, 'Nothing today.'

"The other customer gets angry—red hot. Back comes the shipment, and the accompanying mail brings a letter that sizzles.

"We are his debtor for that letter. In the first place he gives us an even break. We have a chance at his next order. Even if he never buys anything from us again we are still his debtor; he has taught us a lesson.

"If handled carefully, though, there is no reason why we should not make our man a better customer than ever.

"First of all, we'll recognize that in his mind he has real cause for complaint. We'll respect his feelings. We'll assume that he is honest and will be satisfied with a fair adjustment; fair to him and fair to the house.

"We'll answer his letter at once. If investigation is needed before final adjustment can be made, we'll write and say so. If he knows we're doing something about it, his anger is likely to cool. Silence on our part starts him to wondering and adds fuel to the fire.

"We'll be careful the way we answer his letter. We won't betray any suspicion, even if we feel it; we won't give a suggestion of impatience; we won't make any rash promises. We will write him an honest, straightforward letter telling him we are sorry about it and will do our best to straighten the matter out satisfactorily.

"A week passes, perhaps, during which investigation discloses the claim to be a just one. We write our final letter. First we'll tell him just what we are going to do. He wants to see that in the first paragraph. He says to himself as he opens the letter, 'Well, now we'll see what's doin'.'

"But we'll go farther than that. We'll tell him what caused the trouble. If it was our fault, we'll say so. He will like us for it. When he puts our letter away in his file he'll say, 'There's a square house.' It's worth a lot of effort to have him say that.

"It is a little more difficult to

Few Opportunities Like These Exist

SUPPOSE you are looking for a rich field in which to sell your goods—a field where there is a great population, with a high wage scale and plenty of employment. Could you pick a better city than Detroit with a million population and an actual dearth of skilled labor?

Suppose, again, you are looking for a newspaper which will cover this rich field thoroughly and which has selling influence and prestige and an economical advertising rate. Could you pick a better newspaper than The Detroit News, which previous to acquiring and consolidating The Journal had a 90% coverage of Detroit? Now it has added a third to its circulation, reaching practically every home in Detroit and vicinity. If you should make a careful study of every important city in the United States you could not help but come to the conclusion that there are few opportunities for advertisers like Detroit and The News.

The Detroit News

Two and a Half Times Nearest Week Day City Circulation
Greatest Sunday Circulation in Michigan

"Always in the Lead"

Member National Newspapers, Inc. Sunday Advg. in Color.

bring forth that remark if our investigation indicates we should not allow the claim. It may not be possible to close the matter satisfactorily with one letter. But no matter how many letters we write we won't argue. We'll show our man courteously where and why he is wrong, but remember, we will explain—not argue. We'll be sure, moreover, that our letter is really courteous, not just sloppily or painfully polite.

"Our big job is to show that we are unbiased; to convince the customer that we are sincere and honest; that we are interested only in justice; that his claim is rejected because it conflicts with a definite policy maintained for the common good of all customers.

"If the letter accomplishes its purpose, and it should if the above points are kept in mind, it becomes two letters in one: It is a successful adjustment letter, and a real sales letter as well.

"If it is worth while to spend huge sums of money in advertising and in extensive campaigns to get customers, surely no effort is too great to hold customers and to make them feel that we are interested in their success just as surely as we are interested in our own success.

"A satisfied, enthusiastic old customer is worth more to us than an army of prospects. If we have given our man a square deal, he'll never stop saying good things about us and this business. If we leave him nursing a grouch, he'll never cease doing all he can to drive business away from us."

Just how worth while it is to keep the sales idea uppermost in dealing with adjustments is illustrated by the experience of one of the greatest grocery houses in the country. The old policy was to use the "Claim Department" as merely office routine or as a step toward sales work. As a consequence adjustments lagged and accumulated. Finally conditions brought a change of policy. A successful salesman was pulled off the road and placed in charge of adjustments. The results were astonishing. He knew both sides.

He knew the merchants' troubles and the salesman's troubles as well as the "house" side. Old "cases" which to all appearances would hang on indefinitely, were settled in short order, and, with the injection of the sales slant, the volume of "cases" on file was cut to a fourth the number which had regularly been carried. Proof that the change, though radical, was still equitable, is borne out by the fact that the ex-salesman is still on the job.

Promoted by American Hammered Piston Ring Co.

Joseph S. Jacobs, advertising manager of the American Hammered Piston Ring Company, Baltimore, has been appointed secretary and assistant treasurer of that company.

C. B. Cook, formerly assistant to Mr. Jacobs, has been appointed advertising manager. C. A. Grainger has been made assistant general sales manager to succeed Thomas B. Blakiston, who is now general sales manager. Mr. Grainger has been district sales manager for the company in the Gulf States district.

Will Advertise New Toilet Preparation

E. W. Cassebere, Inc., New York, manufacturer of a new toilet preparation which will be marketed under the name "Nitewite," has appointed the Lincoln Advertising Service, Inc., New York, to direct its merchandising and advertising plans.

J. M. Lyons & Company, New York jewelry house, have also placed their account with the Lincoln agency. An advertising campaign in magazines is planned.

Stutz Motor Car Appoints H. R. Hyman

H. R. Hyman, formerly with the Charles H. Fuller Company, Inc., Chicago advertising agency, has been appointed director of advertising by the Stutz Motor Car Company of America, Inc., Indianapolis. Mr. Hyman at one time was with the Cole Motor Car Company where he was in charge of the merchandising department.

John F. Killeen with Mitchell Vance Company

John F. Killeen, who for the last fifteen years was with the General Electric Company, is now general sales manager of the Mitchell Vance Company, Inc., New York, manufacturer of T. R. B. lighting units.

Auto-motive advertising



RECENT piece of copy, put out by Calkins & Holden to advertise Calkins & Holden (which it accomplished by advertising advertising) has shown a surprising ability to run on its own power.

Newspapers, magazines, trade journals and house organs reprinted it (some with permission, and some without, but permission is hereby waived, even in Scandinavia).

The space given it varied from two columns to a whole page. Some papers added an editorial comment, and some even ran the ad as an editorial.

Altogether and up to date 69 publications have added to the circulation of this bit of copy to the extent of 1,926,581 copies in space worth at current rates \$2,539.88, and they are still coming in.

Moreover we have been asked for additional copies of our folder by newspapers and magazines to be used by them in selling advertising to their customers. And we have received letters of such an extremely complimentary nature we would blush to print them.

The title of this piece of copy was "The Destructive Force of Silence". If all the above circulation of it, paid for and given us, has not brought it to you, we will be glad to send it on request.

CALKINS & HOLDEN, INC., 250 FIFTH AVE., NEW YORK



LACONICS

*Persuasion Condensed
Into 10 Words or Less*

HOW few people there are who could not instantly call the name of the product described if you merely said, "99 $\frac{44}{100}$ % pure," "Corrects acid-mouth," "The watch of railroad accuracy," "Pancakes like mammy used to make," "The bite taken out by the patented process," "A skin you love to touch."

These are not just clever phrases, but basic reasons that influence human desire. They have been called many names—dominating, interrupting, but we prefer the name Laconics. For, in keeping with the thought, the expression itself is brief.

Products which enjoy a nation-wide sale are

usually identified by a laconic—one basic reason that guides buying decisions.

To drive home the laconic so that the merchant and his clerks will repeat it—so that consumers will believe it—blotters are a valuable medium.

Where the retail clerks resent sales manuals—refuse to read booklets—the blotter (which retailers gladly distribute) flashes to them in ten words or less the most effective sales argument. Soon they are selling by the manufacturer's best selling formula—the tie-up to national advertising is complete.

In some metropolitan stores, where clerks wait upon 32 customers per hour, the sales talk—if any—must necessarily be a laconic.

Good blotter copy is not confined to laconics. But is your most persuasive sales argument so clear—so outstanding that you can tell it in ten words or less? If so, put those words on blotters.

Write for "Standard's Dictionary of Blotter Advertising" which shows the value of blotters in neighborhood, trade, industrial and packed with product advertising. It will be sent without cost to executives with a copy of "The Scrap Book" showing blotter campaigns on 8 grades and finishes of our blotting.

In having estimates submitted, specify

REGISTERED **Standard Blottings** TRADE MARK

*"More Mental Impressions from
each printing impression"*

Standard Paper Manufacturing Co.,
Richmond Virginia

Sold by leading paper jobbers in the United States and Canada

*The quotes mark our laconic.



Some Summer Comparisons

APRIL marked the height of the spring buying season in New Orleans and in that month the States carried 228,120 lines advertising more, all classifications, than it carried in the same month of the year before.

May began the New Orleans summer season. In May the States gained 88,349 lines over May 1921.

June saw the exodus of vacationists from New Orleans. In June the gain of the States was 111,741 lines, disproving the "off season" selling theory.

July was the heart of the summer season; the month of all months when business would be expected to decline. Yet in July the total gain of the States was 163,276 lines over July 1921.

The gain in local display alone for July was greater than the total June gain. It was nearly as much as the April gain—made at the best part of the spring season.



Adv. Director

The phenomenal growth of the States cannot but fail to deliver its significance to advertisers seeking a responsive market for their products, and for an effectual means of selling them.

NEW ORLEANS STATES

Every Afternoon and Sunday Morning

Established 1879

ROBERT EWING, Publisher

Representatives: S. C. BECKWITH SPECIAL AGENCY; World Bldg., New York
JOHN M. BRANHAM COMPANY, Mollers Bldg., Chicago

Technical Methods of Adding Interest to Large Showings of Product

There Is Evident a Tendency to Relieve the Monotony of Photographs by Use of Unusual Pen, Crayon and Wood-Cut Style Illustrations

By W. Livingston Larned

BECAUSE he had a generous supply of fine wash drawings made of the products he sold—originals used in a catalogue—an advertiser continued to employ them in all his magazine campaigns for years. It did not occur to him that there were other possible techniques, perhaps far more pleasing to the eye than the admittedly conventional retouched prints.

Then, one day, an artist, creating a large space newspaper display, reproduced one of the products in a very interesting pen technique. Something in the handling, in the grace of the lines, in the spirit of this new illustration made it far more likable and animated than the formerly used photographs.

"Never thought of it before," was his apology to his staff. "It had always seemed to me that if you want to show your product, it must be in facsimile and from a camera study or a conventional catalogue-style illustration. I now see that the true illustrative feeling can be put into even an inanimate object."

There is the very idea! To inject a new pictorial quality into that which is inanimate. It is being done more today than ever in the past, because advertisers realize that the inactive picture is of less interest than the one in which there is motion. It is necessary, on the other hand, to make the product the main theme of the embellishment in a great many instances, and with no accessories, no figures, no "human interest."

There might appear no valid reason for Buick advertising,

when the cars have been photographed beautifully, in every possible position and with attractive backgrounds, to laboriously produce pen and ink illustrations of these same models. "Why go to the trouble when you have a good photograph, or a superlatively retouched print, or when opaque, tempera and clear wash drawings are so popular?" That is the cry we might hear—do hear.

HOW BUICK USES PEN-AND-INK DRAWINGS

Yet one of the most attractive magazine campaigns issued by the Buick Motor Company features cars that have been rendered in pen and ink technique. This technique is by no means commonplace. It is a blend of the old wood-cut style, and a free, sweeping line. There are brilliant areas of black. In places, the artist has painted an entire section black and then nipped clever little highlights out, to give shimmer and shine.

There is no more important question to learn in the embellishment of advertising than the significance of contrast. People are hurried. There is a great deal of advertising. Competition is keen—for attention. And a technique can make an entire campaign distinctive.

Someone said to an executive of an Atlantic and Pacific Tea Store:—"Why on earth do you paint the fronts of your shops that hideous, garish, blinding red. It looks so cheap. It's the only store we can see on Main Street?"

And the executive smiled.

"You have answered the ques-

tion yourself," was the reply. "It may be inartistic but then our stores are not fashion shops. There is no need for us to attempt the de luxe and the super-artistic. We want to be seen. We want the fronts of our stores to be so distinctive that people can see them a half dozen blocks away.

street. It is the garb, the dress, of your campaign, that commands just a little extra attention from the passerby.

But the artist of creative ability has it within his power to work marvels with the product. He gives it an individuality of its own. He makes old subjects at least seem new. He is a magician, waving a sort of magic wand.

In the case of Buick advertising, the introduction of plain: black and white, pen-drawn illustrations of the cars, in what was a new technique for campaigns of this character, at once individualized the series.

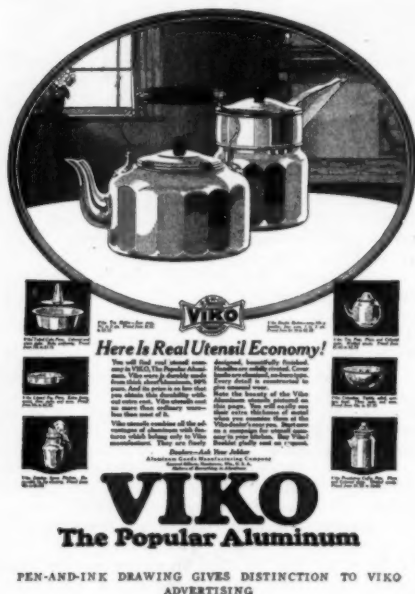
The homelier subjects profit most by this technique plan. Normally, you would think that for kitchenware, nothing could be better than a photograph of the objects, wisely retouched.

For half-tone lends itself to faithful reproduction of polished surfaces, metals, soft reflections, lights and shadows. It should mean absolute fidelity to the original.

The Aluminum Goods Manufacturing Company, in advertising Viko Ware first

looked around to see what others were doing in the way of illustrations. Kitchenware is that and no more. Designs are similar. Then technique must be the individualizing factor, if anything.

But other advertisers of aluminum ware had covered the field very thoroughly. There were wonderful sets of original wash drawings, polished up to the "last notch"; there were illustrations made from plain, unretouched photographs and other campaigns in trick photography and melting lights and shadows; one advertiser had employed the poster treatment, in three flat tones.



VIKO
Here Is Real Utensil Economy!

You will find real metal ware in VIKO. The finished aluminum. Viko ware is durable, easy to clean, and dishwasher safe. It is made of pure aluminum, and is guaranteed to last for years. Viko ware is the most economical way to get the best quality kitchenware. Viko ware is the only ware that is guaranteed to last for years. Viko ware is the only ware that is guaranteed to last for years.

VIKO
The Popular Aluminum

PEN-AND-INK DRAWING GIVES DISTINCTION TO VIKO ADVERTISING

Then they'll know, when they see that red front, that there's an Atlantic and Pacific establishment in the town."

It isn't necessary to "paint an advertisement red" in order to attract first attention and to establish its identity quickly. The techniques of illustrative art are varied, beautiful, restrained.

It is true of half-tone work that it all bears a family resemblance. To the lay eye, wash drawings are alike.

But in line it is quite different. A new technique in the advertising pages is the equivalent of a new face, a new house on your



**Why Life's Christmas Number
will mark its highest circulation
point for the year:**

Maxfield Parrish	E. S. Martin
Charles Dana Gibson	Oliver Herford
Ralph Barton	Robert Benchley
F. Fabiano	Dorothy Parker
Gluyas Williams	Montague Glass
Rea Irvin	Agnes Repplier
Oliver Herford	R. E. Sherwood
Rollin Kirby	H. W. Hanemann
A. B. Frost	Tracy Lewis
H. T. Webster	Don Herold
T. S. Sullivant	Arthur Guiterman
Robert L. Dickey	George Chappell

Life offers this assured extra heavy
circulation at its regular rates. Color
closing October 15. Pages scheduled
for position in order received.

Life

The Mass of Class Medium



Then came a series for Viko, done entirely in pen and ink. In these drawings, in a new way and in an attractive spirit, the artist has achieved his reflections, his metal effects, through the use of almost ruled-perfect straight lines.

These illustrations have attracted the eye because they were "something new." Further than that they preserved the atmosphere of immaculate cleanliness and newness for the product.

Thus, by resorting to technique, the advertiser found it possible to originate a campaign that would not conflict with others then running and would heighten interest in the product itself.

Viko drawings are more wonderful than the casual eye imagines. The perfection of the Ben Day pattern has been secured. All line tints are mechanically perfect. Yet a man with a very fine pen has drawn every line. Is the ware less attractive, less convincing, because the advertiser has departed from tradition and the cut-and-dried retouched photographs of the old-time catalogue? We claim not.

Some of the most notable technique drawings of the year have had to do with the rendering of automobile tires for magazine, catalogue and brochure purposes.

One advertiser was dissatisfied for years with the half-tone replicas of his tire. It was his contention that neither photographs nor original wash drawings adequately suggested the rubber texture of the tire itself. There was something lacking.

An artist, a specialist in a certain kind of pen work, was assigned to the problem. First he had enlargements of the tires made, in silver print form. These he traced lightly on a very fine quality of drawing board. This was to be absolutely correct in the matter of the shape, contour, proportions, and the peculiar mechanical tread design. To draw them up might mean faulty construction.

Over these tracings he made his pen studies. They were almost wood engravings, so complete was

the detail but when he was finished, the advertiser shouted for joy—at last the unattainable had been secured. There was the "feel" and "look" of the real rubber. The artist and his pen had achieved it where the camera had failed.

It is an error to suppose that the photograph is invariably accurate in the reproduction of certain effects. An artist, with many techniques and mediums at his disposal, can manipulate, "play" with his subject.

The series we have in mind as we write was produced for The Goodrich Company and has become a standard for this class of work. The illustrations were just as servicable for fine paper printing, as for the poorest newspaper stock.

An entire campaign for United States Tires has been done in a combination of massed blacks and crayon on surface paper. The latter gives an odd, even, singularly interesting effect. It prints sharply, clearly. These drawings, placed side by side with the customary half-tone reproduction of tires, shine resplendently. The contrast is very noticeably in favor of the innovation. We realize we have grown a little tired of the old method.

On a wager, an artist recently made a line drawing of a cake of soap, for general advertising purposes, that a very skeptical committee at the factory pronounced more life-like than any half-tone they had ever seen of the same product. And, in addition to this, the illustration was so much more than a homely picture of a cake of soap. The technique had injected new, unexpected and artistic qualities. He won his wager.

The same man did the same thing for a bottle—a container that had always been admittedly homely, unsightly, uninteresting, from the art standpoint. He worked in a world of little mysteries of light and shade that were not really in the bottle, when photographed. It was something more than a bottle—it was artistry, evident to anyone.



The Washington (D. C.) Star and Financial Advertising

Those concerned with the sale of reputable securities will find in the National Capital a public with the inclination and the resources for investment—and in The Star the most direct medium for reaching them all.

Knowing, as all Washingtonians do, the strict censorship exercised by The Star, they accept with confidence the integrity of the advertisements appearing in its financial section.

The Evening Star.

WITH SUNDAY MORNING EDITION

WASHINGTON, D. C.

Write us direct or through our

New York Office
Dan A. Carroll
150 Nassau Street

Paris Office
5 Rue Lamartine

Chicago Office
J. E. Lutz
Tower Building

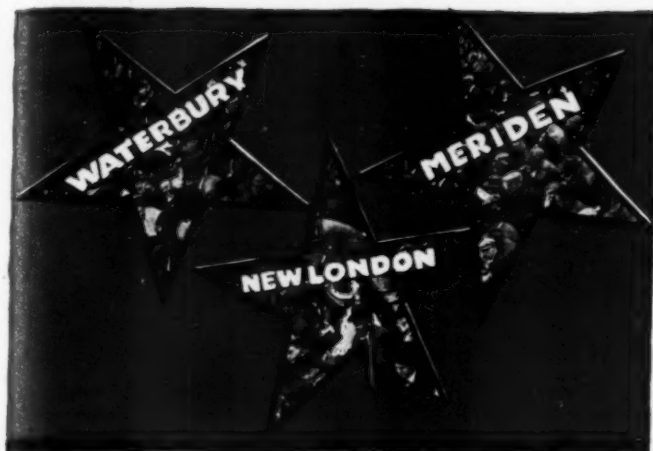


FIVE STAR MARKETS- STATE-COVERED

IF YOU WANT a way to cover an entire state—and an industrious, prosperous one at that—with minimum sales effort and at a minimum cost, here is your chance:

In Connecticut it so happens that 74% of the total population is in the trading zones of the five most prosperous cities—Hartford, New Haven, Waterbury, New London and Meriden.

The five leading papers of these trading areas have combined to offer an advertising space **UNIT** to cover these entire sections at an astonishing low cost.



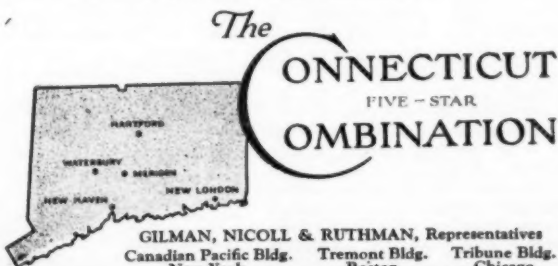
-COMPRISING A WHOLE BY ONE UNIT!

HERE is a market ready either for your entrance or for your further cultivation. Five prosperous industrial centers, with the percentage of unemployment cut to a minimum—the people of Connecticut have the money to buy.

The five papers whose circulations cover these industrial centers and their trading zones are:

HARTFORD COURANT NEW HAVEN JOURNAL-COURIER
WATERBURY REPUBLICAN AND AMERICAN
NEW LONDON DAY MERIDEN RECORD

If you wish more data on the present-day status of these markets, the way the newspapers cover them and how other manufacturers have succeeded through the Connecticut Five-Star Combination write



GILMAN, NICOLL & RUTHMAN, Representatives
Canadian Pacific Bldg. Tremont Bldg. Tribune Bldg.
New York Boston Chicago

We make a plea for more variety in the showing of the product, whether it be a cake of soap or a kitchen cabinet. If ten soap accounts are being advertised at the same time, every package, every showing of every product should possess an individuality peculiarly its own—and there are enough techniques to go around, with many left over.

It may cost something to experiment—but experiment.

The thing you never thought could be done in crayon, or stipple, or pen and ink, may loom larger in your artistic vision than it ever did before, in any one of these schools of drawing.

How Shall Sterling Silver Be Ad- vertised?

DESPITE the fact that the Sterling Silverware Manufacturers' Association was advised that its members should not use advertising as a group, it is still seeking a plan that will permit its members to advertise in that manner, C. W. Harman, president of the association declared in an address before the National Retail Jewelers' Association at Cincinnati last week.

"Instead of a healthy gradual growth of the use of Sterling Silverware, commensurate with the growth in population and wealth in our country," he said, "the last ten years have actually shown a decline.

"Who is responsible for this? Well, I must confess that we manufacturers are very largely responsible, but in remedying the condition we are absolutely dependent on the retail jeweler for co-operation and success.

"The ignorance of the public as to what Sterling means is appalling. Some years ago, while in Pinehurst on my annual winter vacation, there was a discussion among a group of golfers, comprising many wealthy people, as to the meaning of Sterling as applied to silver, and a committee

was appointed to ask me to define it.

"At an exhibit of a manufacturer in an Eastern city there were a number of placards with words 'Sterling Silver,' and the most frequently asked question by visitors was 'What is Sterling Silver?'

"It was with this in mind that our association has been issuing circulars defining and giving history of and derivation of the name Sterling.

"Sterling Silver is indestructible and always has a definite market value, so that many people have bought Sterling Silverware as an investment.

"How shall we get these facts across to the consuming public and create a passionate desire for wares of such utility, beauty and permanent value?

"Our association spent \$5,000 for a survey of the industry to illuminate the subject of group advertising. The advice of the advertising agency which made the survey was against group advertising, and the result is that one after another of our members have made plans for individual advertising to the consumer.

"However, we are not satisfied that group advertising is not possible and practical and we have appointed a committee to investigate further, with authority to spend a considerable sum of money in the investigation. What the outcome of this will be we cannot say at present, but the sentiment of our association is strongly in favor of group advertising if we can be shown a practical plan. If we succeed we will need the co-operation of your association, not with any direct financial contribution, but in co-ordinating your publicity work with ours."

Standard Oil Trade-marks a Gasoline Pump

The name "Standard" is being advertised in four-column space in newspapers as the identification mark of a gasoline pump.

The Standard Oil Company of New Jersey, in describing it, calls it "The sterling mark on a gasoline pump."



That Joker "Crop Values"

Many an advertiser and advertising agent has listened interestedly to the farm paper representative's talk on the remarkable "crop values" of this or that territory—accompanied by glowing pictures of how many bath tubs, phonographs and shoes that much money will buy.

It sounds nice, but doesn't mean much unless qualified. For instance, take two factories. Each has about equal annual sales. But suppose one had manufacturing costs 15% higher than the other, or twice as much outstanding capital stock or 10% higher selling costs—wouldn't it make a difference in the dividends paid by the two companies?

So don't forget to think about crop costs, yield per acre, soil, climate and marketing conditions, when you are swamped with "crop values" figures. Think about crop profits per acre and per farm family, too.

And then ask about distribution facilities and costs, how near the average farmer is to a good town and how easily he can get there. This has a lot to do with your profit in this market, and how much and what the farm families will buy.

If you study these things you are bound to see the opportunity for better sales in the territory covered by the Lawrence Farm Weeklies.

The Lawrence Farm Weeklies

Over 300,000 Every Saturday

Ohio Farmer
Cleveland, O.

Michigan Farmer
Detroit, Mich.

Pennsylvania Farmer
Philadelphia, Pa.

Members of Audit Bureau of Circulations.
Members Standard Farm Paper Association.

Standard Farm Papers, Inc.
Western Representative,
Transportation Bldg.,
Chicago, Ill.



Wallace C. Richardson, Inc.
Eastern Representative,
95 Madison Ave.,
New York City.

COMFORT publishes articles for

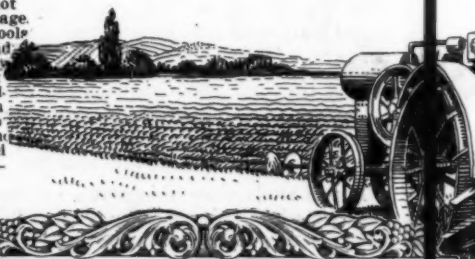


ROOMY, COMFORTABLE FARMHOUSE OF THE MADE-OVER TYPE. NOTE SCREENED PORCH AT FRONT AND SIDE.—NEAR MADISON, WISC.

Farm Improvement

Written for **COMFORT**

"THE poor workman blarney but excuses do not or lift the mortgage. man and good tools. Agricultural advancement be measured by improvement in farm machine production of labor-saving implements the place of slow and tedious hand than ever before the farmer obtaining advantage of the newer and farm machinery that is ever being



VOL. XXXIV
NO. 8

SPECIAL NUMBER
COMFORT

*The Key to Happiness and Success
in over a Million and a Quarter Homes
Published at Augusta Maine*



cles for the farmer, as well as for his wife

housed. If an automobile is to be kept in the shed a portion should be partitioned off. Better still, build a small garage at some convenient point on one end of the shed, and reserve it solely for the car and its accessories. Too often we have seen the garage used for anything from an emergency chicken-house to a calving-pen, and though these makeshifts may have seemed to be necessary they could have been avoided somehow, it seems.

The Farm Workshop

On any farm "a stitch in time" is a number of ways besides by mend a rip in your overalls. be able to make minor repairs all kinds, and there is no greater such repairing right at the time before we forget them—

chinery. Get those that day in the office of your man; send to several of companies you have noted farm papers, and write to your state agricultural all this literature together reading lamp and go over "what's what" in the morning. Nor is it always a date of buying ones do." With a good day, and the can realize it, we machine that works of the old, worn-over and his pocketbook. Have you ever thought of an agent as an advertisement? And what about winter and rural college for a staff of teachers hired by you, about making them help you, and to prove it. At the best and best in the winter, you will see it (in moving pictures) "just bustin' it" and tried out for you and you are free.

Machines and

are afraid that they are in machinery of Comfort. Washed the chore work camp. All the to mention brings that "arm



SHED PORCH AT FRONT

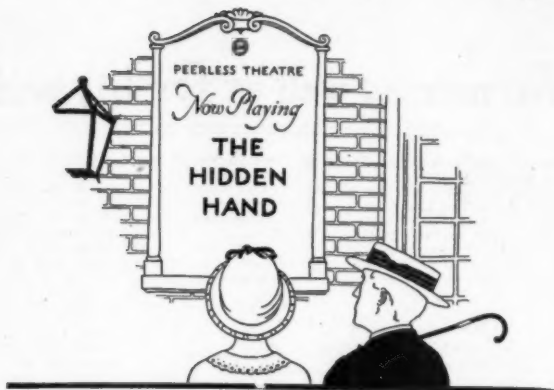
ment



NUMBER

TH

EACH
MONTH



The Hidden Hand

Not a mystery play but the part the electrotypewriter plays in those advertisements you so admire. His is a hidden hand but it can make or break the advertisement, so you'd better put your faith in skilled and experienced hands whether you require electrotypes, stereotypes or mats.



O'FLAHERTY

Electrotypers Stereotypers Photoengravers

MAKERS OF PEERLESS MATS

313-321 West 37th Street

New York

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Russia

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Is It Better to Feature a Few Important Uses for a Product or Many Uses?

Russia Cement Company Charts Uses for LePage's Glue and Presents Them in Order of Importance

IT is sometimes dangerous to advertise too many promiscuous uses for a product—dangerous because playing up a minor and occasional use may disqualify the product in the mind of the public for its primary and important use.

There is a certain cleaning powder on the market that is excellent for scouring. It has been widely advertised for general use, no particular uses being emphasized. Housekeepers and others have used this powder for years for cleaning steel knives and forks, pots and pans, enameled ware, porcelain ware and other things in bath room and kitchen.

Not long ago the company sought to extend the uses for its powder by suggesting how it might be used for many other purposes in addition to scouring. One of these new uses was the cleaning of windows. A young woman, newly married, saw the advertisement, purchased a package of the powder, tried to use it for cleaning windows, found it not so satisfactory for the purpose as she had been led to expect, and decided it was good for nothing else. Thereafter she bought no more of it. Had she been induced to purchase it for scouring purposes only, she would probably have found it satisfactory and continued to use it for many years.

There are other products, glue for example, where use would seem to be of first and only importance. "Glue for mending" appears at first to be an admirable phrase, all-inclusive and exhaustless in its power of suggestion and one which if held to would advertise LePage's Glue better even than a long list of mending uses. Yet it is not hard to see that if LePage's Glue were to be advertised only for mending it

would drop in public estimation to the level of second-hand things and suffer some loss of prestige through association with broken-down company.

The problem of getting the public to think in just the right way about a product is as important as getting people to think about it at all. Advertising must cut into public consciousness like the share of a plow, or the stem of a ship. To come at people broadside with an array of products or talking points new to them is to fail to pierce their inattention. Once the wall of indifference has been penetrated, as by selecting a leader and advertising it, or by concentrating on one or two selling points in a campaign, the breach may later be widened and other items in the line or other uses brought in.

Problems confronting the Russia Cement Company, of Gloucester, Mass., are being solved by a campaign of national advertising. The company was founded in 1880 to make LePage's Liquid Glue. From time to time other products have been added, such as china cement, mucilage, paste, ink, metal polish, household lubricating oil, hand soap and stove blacking. Liquid glue, the company's advertised leader, is as uninspiring in itself as a product can be. The thought of glue, as glue, does not touch off the imagination. As the company itself says, "Out of an idea and a vision, more than raw materials, there has been built up little by little a nationwide knowledge and distribution of LePage's Glue."

The advertising for many years featured the product. Two or three years ago, particular uses began to be featured and immediately an improvement in sales resulted. Exploiting the uses for

LePage's Glue came to be the big thing in the advertising campaign, until the two difficulties already referred to began to reveal themselves. The first of these difficulties was that the easiest-to-think-of uses were mending uses which uses if featured too often meant keeping LePage's Glue always secondary to some other article. The other difficulty was that a long list of promiscuous uses must include some poor ones among the good, and that an advertisement which featured an infrequent or impractical use might easily disqualify the product in the mind of the buyer for more common and important uses.

Last fall, in preparation of the campaign now running, the company went through a mass of old records and suggestions about different uses for LePage's Glue that had been accumulating for years, and carefully edited them, throwing aside all that seemed impractical. Taking all the uses that were considered to be good, they were divided into groups as follows: Making uses, mending uses, emergency uses, uses that children can take advantage of both for usefulness and amusement, and a certain number which could not be placed in any of these groups called miscellaneous uses.

The lists of uses were all charted according to their importance, and in many cases according to the season of the year

in which they would be used. After this an outline of each advertisement in the series was made and in the outline the use to be illustrated was indicated with those uses which were to be mentioned in the text only.

By the time this process had been completed it was possible to see how many times a particular use was mentioned or illustrated. Thus the tendency to subordinate common uses to occasional ones, or to follow the opposite course and illustrate the common uses exclusively while losing sight of the infrequent use altogether was avoided and all possible uses placed according to their value.

HOW THE WHOLE STORY WAS TOLD

It was impossible, of course, to put all uses into any one advertisement; consequently a book was prepared which gives the whole story of all the uses. It is divided into sections, according to uses and is described in each advertisement thus:

"In our attractive, thirty-two page book, 'LePage's Glue—the Handy Helper for making and Mending,' are given a number of other things that a child may do for amusement and a great many more things that represent practical, money-saving uses for you of LePage's. Why not send for a copy? We will gladly mail it free. Russia Cement Company, Essex Avenue, Gloucester, Mass."

The particular advertisement in which the foregoing reference



Gift shop things you can make yourself

Fixtures—boxes, ribbons, bands, buttons, jewelry, ornaments, and candy boxes of simple or interesting design may be fixed ornamented inside and out in a very pretty or odd color. These colored papers called Capley glues on the corner or edge. Allow to dry and then varnish all over.

Handkerchiefs—to cover the same, handkerchiefs with beautiful patterns. A little bit of thread or cotton thread on the corner under the corner adds LePage the strong side of the corner and three right and smooth all over. LePage is so pure that it will not discolor fine fabrics or the most delicately finished paper.

Cover for letters—This pattern for a letter case is fixed to a large envelope, number 5 or 6, for use. (Underneath the glass edges apart so that same are torn. Cut out from this pattern another envelope of heavy parchment paper or thin cardboard. Purchase paper to last longer in a rough and fold without creasing. Paste colored paper dimensions on the end and corners, or same with extreme holes adding, firmly ribbon for string.

Book end—The best of an attractive book end is a sheet of heavy cardboard, a sheet of drawing paper and a rectangle of figured cardboard or board. The cardboard is cut the same size as the sheet of drawing paper. Truncate corners of the cardboard or boards

are fixed over the corners of the cardboard and LePage to the inside. Then the corners of the drawing paper is torn down perfectly.

Is a stationary case, buy temporary covers, articles which people bring with a dash and end dimensions with bits of the same extreme or inside, finished with LePage's.

Edgewood's table corner—Cover a table corner with colored silk. LePage on corners from magazine or picture as in making heavy boxes. Then cover with Glueglut and LePage the edges with colored band.

Needle case—Two small squares or rectangles of cardboard, placed edge to edge are cut with extreme to form the inside and then on each of the inside "pages" a piece of silk thread, cut length of each separately edge, is LePage over the corners. This bound inside the needle.

Write for five minutes—Lay out other things with making using torn wall paper and same book bindings and some of other things that you can make and mount with LePage's are described in a charming book. "LePage's Glue—the Handy Helper for Making and Mending." A copy will be sent free on request. By the way, LePage's Glue works with some of the other dyes. Russia Cement Company, Gloucester and Factory—East Boston, Gloucester, Mass.



IN THIS COPY GLUE IS ASSOCIATED WITH PLEASING HANDICRAFT WORK

The AMERICAN LEGION Weekly

OFFICES: 631 West 43d Street, New York City

Published by the Legion Publishing Corporation, President, Second Vice-President, Third Vice-President, Fourth Vice-President, Secretary, Treasurer, Editor, Business Manager, Advertising Manager, Circulation Manager, Postmaster, and other officers.

A Show Down—

Mail-order advertisers with keyed copy never find it hard to determine the relative sales value of publications.

But the "publicity" or general advertiser has seldom if ever been able to fully measure the sales results produced by individual media used.

The AMERICAN LEGION Weekly has come nearer proving to this latter class of advertisers definite, traceable and satisfactory sales results than any other national publication.

Give us an adequate schedule of insertions of business logical for our columns. Give the same schedule to any other publication or publications. We will guarantee to produce evidence of the greatest volume of actual sales results.

W. D. Dushy

General Manager and Advertising Director.

occurs is entitled "Mother, What Can We Do Now?" and shows an illustration of two children lounging in a window watching the rain outside and apparently weary of doing nothing. The advertisement starts:

"I wonder how many times you hear that question on a rainy day? It is often hard work to keep children amused but the things they can make with the help of LePage's Glue offers an unending way of keeping them occupied and happy."

Following this the advertisement describes how a boy can amuse himself at making paper soldiers by clipping pictures from magazines and mounting them on cardboard. In the same way a girl can make paper dolls or a menagerie. Or they can find fun mending broken toys and making such things as match-scratchers, needlecases, and similar articles.

The book solves the problem of getting the public to think about LePage's Glue in just the right way. Making uses are placed before mending uses. Pages 3 to 7, the first section of the book, describe and illustrate how to make such things as a desk set, fancy boxes, cases for letters, lamp shades, whiskbroom holders and many other articles. Pages 8 to 13 tell of mending things like a loose tile in the bathroom, a loose umbrella handle, torn book bindings, broken furniture, stiffening the ends of shoe laces and the like. The section on children's uses is happily entitled "Amusing the Children on Rainy Days." "Emergency Uses," the next section, describe such uses as holding a knocked off shoe heel in place long enough to get to the shoemaker's; and glueing together the parts of a broken eye-glass until the owner is able to visit his optician. The final section, on Miscellaneous Uses, contains many excellent suggestions, such as mounting photographs, lining the silver drawer of the sideboard with plush, and sealing perfume and medicine bottles to hold the stoppers in place when carried in a trunk or traveling bag.

The advertising campaign is

running in a list of women's publications. An interesting feature of some of the advertisements is the use of thumb-nail illustrations scattered through the text. For example, one advertisement is entitled "1001 drops in a LePage Tube, and a use for every drop." Under this caption is a picture of a girl making a "Silhouette Lampshade" with the assistance of LePage's Glue. Beneath this are three smaller cuts running down the right hand side of the text, the first showing how one's name may be glued into a pair of overshoes; the second how torn wall-paper may be repaired; and the third, how to make a candy box out of some cardboard, a piece of cretonne and LePage's Glue.

The entire series of advertisements represents a well-balanced showing of all important uses by groups. That is to say, of five advertisements there is one each containing a group use as its leading feature, such as one on making, on mending, on children, on emergency, and on miscellaneous. Moreover, the booklet is featured in every advertisement, and this is the stabilizer that keeps the LePage proposition riding on an even keel in the mind of the prospective purchaser.

A. Kaylin and H. Cooperman Open Office

The K. C. Ad Builders is the name of a new advertising service which has been formed in New York by Alexander Kaylin and Henry Cooperman. Mr. Kaylin has been a teacher of advertising in the high schools of New York where Mr. Cooperman also has taught commercial art.

Certain-teed Products Earnings Increase

The net income of the Certain-teed Products Corporation, St. Louis, for the six months ended June 30, 1922, was \$256,083 as against \$64,459 for the corresponding period in 1921.

With Pittsburgh Mail-Order House

George E. Denhart, formerly with The Cleveland Metal Products Company, Cleveland, has joined Joseph De Roy & Sons, Pittsburgh mail-order house, as advertising manager.

Sales plans based on facts bring more business

Let us tell you about the
Richmond, Va., Market!

THE sales manager of a well known specialty said, "I believe a large part of the success of our sales drive in Richmond, Va., was due to the fact that we KNEW what we wanted and KNEW how and where to get it. Thanks for this information is due The Dispatch Papers."

The Richmond, Va., market is a strategic sales center. Our Service Department can show you why it is a serious mistake to jump from Maryland to Georgia. We can quote from the experience of others to prove that RICHMOND, VA., is the logical distribution point for all the territory which naturally looks to this wide-awake city for merchandise, and for merchandise information.

Do you want a market survey? Do you want general information regarding the sale of your product—or specific information? Write us. Our Service Department serves.

The Dispatch Papers

THE TIMES-DISPATCH THE EVENING DISPATCH
Richmond, Va.

STORY, BROOKS & FINLEY—New York, Philadelphia, Chicago

Richmond, Va.

Use The Dispatch Papers (M&E)



(Photo reproduced
by permission of
Eastman Kodak Co.)

The idea that gave The K O D A K Its universal popularity

"Pocket Size"—that's the reason for the great success of the "KODAK."

If Eastman cameras were the bulky affairs of years ago the name "KODAK" would never have made a ripple in the commercial world.

This very same "Pocket Size" idea has proved a most important factor in the rapid development of the Butterick Trade Publica-

tions—GOOD HARDWARE and The PROGRESSIVE GROCER. They differ from the oldtime bulky trade magazines as the modern KODAK differs from the old box camera.

And just as the "Pocket Size" KODAK is more widely used than the old-fashioned camera, so too are the "Pocket Size" GOOD HARDWARE and The PROGRESSIVE GROCER more

Good Hardware

Published Monthly by the Trade Division—The Butterick Publishing Co.

Guaranteed circulation 45,000 Monthly. Reaches every hardware dealer and jobber in the United States.

Circulation TWO to SIX times that of other hardware publications. Rate per page per thousand the lowest in the field.

BUCKLEY-NEWHALL BUILDING, 700 SIXTH AVENUE, NEW YORK CITY
BOSTON, Little Bldg. SAN FRANCISCO, Hobart Bldg. CHICAGO, Mollers Bldg.



-helped make success for *The BUTTERICK* Trade Publications

widely read than most other trade publications.

The circulation of **GOOD HARDWARE** is *TWO* to *SIX* times greater than other hardware magazines, and **The PROGRESSIVE GROCER** has *FIVE* times the circulation of the next largest grocery publication.

Of course, "Pocket Size" alone won't make a magazine success-

ful. But it **IS** a tremendous factor in getting the merchants to read it.

Let us tell you some of the reasons why advertising in **GOOD HARDWARE** increased 530% from January, 1921 to January, 1922, and why **The PROGRESSIVE GROCER** was established from the very first issue, as the leading grocery publication.

The **PROGRESSIVE GROCER**

Published Monthly by the Trade Division—The Butterick Publishing Co.

Guaranteed circulation 50,000 Monthly, covering the leading grocers and every grocery jobber. Established January, 1922. Already the leader in advertising volume

and advertising RESULTS, in the grocery field. Circulation *FIVE* times that of any publication in the field and lowest rate per page per thousand.

BUCKLEY-NEWHALL BUILDING, 700 SIXTH AVENUE, NEW YORK CITY
BOSTON, Little Bldg. SAN FRANCISCO, Hobart Bldg. CHICAGO, Mollers Bldg.

PUT AUSTRALIA on Your List of Profitable Territories



Australia presents to the American manufacturer one of the most attractive markets in the world.

It is easy to sell most American made goods in Australia, for American merchandise fills the needs and desires of the Australian.

Do you sell a necessity? In Australia there is a demand for the manufactured necessities of life that you would recognize as typically American.

Do you sell a Luxury? The Australian has the same love of ease and distinctiveness as the American, coupled with purchasing power ample to satisfy his desires.

To sell your products profitably to the Six Mighty Millions, demands the co-operation and guidance of a resident sales and advertising organization that possesses both a knowledge of American and Australian marketing methods.

The Wylie B. Jones Advertising Agency is able to render unparalleled assistance in introducing American goods in Australia. It established its office there in 1915, and its personnel has built up a practical, working knowledge of the methods that bring success in this fertile field.

Our booklet, "Advertising and Selling in Australasia," tells many interesting and important things about the market and our facilities for developing it. We will send this booklet to any manufacturer or agency requesting it. Address—

Australian Marketing Service

Wylie B. Jones Advertising Agency

BINGHAMTON, NEW YORK

BRANCHES

381 Fourth Avenue
New York City

Niagara Life Building
Buffalo, New York

Sydney, N.S.W.
Australia

A Public Service Company Turns the Knocker into a Booster

The Edison Company of Boston Finds Continuous Advertising Campaign of Facts for the "Man on the Street" Strengthens Corporation with Public, Heightens Courtesy of Employees and Aids in Solving Financing Problem

By James M. Mosely

ANYONE who has faced the problem of getting capital to finance a continually growing business can appreciate one perplexing difficulty with which the public utility is confronted.

If your business has ever been criticized by designing politicians and "bawled out" by well-meaning, but uninformed citizens at home and at hearings you will understand a still more difficult complication under which the management of a public utility corporation has to work.

Add to this the fact that public utilities will need a billion dollars a year for many years to come as fresh annual capital for vital extensions and that most of this capital must come from a generally unenlightened public, and you have an accurate picture of what the industry as a whole and individual companies encounter. How to encourage employees to give courtesy and service is an incidental problem, but an important one.

Advertising, in place of stony silence, more and more is coming to be made a powerful weapon in helping meet these problems.

The Edison Electric Illuminating Company of Boston is the public service corporation which supplies electricity to greater Boston and forty-one towns and cities adjoining. It has more than 150,000 customers and 2,300 employees. Its problems in the main are about the same as those of any other public service corporation.

It has a large army of employees, which it seeks to have render courteous service to the public. It has a big number of customers, all of whom it wishes to satisfy so far as possible. Like most all public service corpora-

tions, it has been attacked, usually by the uninformed; it wishes to prevent much of this by letting the true facts be known to thereby convert the possible "knocker" into a booster before he has had a chance to get his hammer going. And it has the problem of keeping present investors satisfied and paving the way for obtaining future investments to finance operations as the population expands.

A YEAR ROUND CAMPAIGN

About two years ago the company decided that it would adopt as a fixed policy a programme of advertising to the "man on the street" which would be in force the year round without stop. Previously, it had been silent except on special occasions.

The question arose as to what should be the keynote of the copy. The company decided to go to the public and ask for criticisms!

An incandescent bulb radiating a cheerful light, with the line, "The Friendly Glow," just below it at the right was chosen as a trade-mark to appear in every piece of copy at the top. Each talk of a paragraph or two rang with sincerity and reflected the spirit of courtesy and interest in the customer's welfare which the company had been working for years to build up in its personnel. Each piece of copy, was single column, had ample white space, ran in necessary depth (averaging about five or six inches) and was published in preferred position, usually on the editorial page, on a schedule which insured the telling of its story to many thousands of Boston newspaper readers in some publication every working day of the week.

"Lack of information on the

part of the public is one of the most difficult handicaps we, as a public service corporation, had to face," L. D. Gibbs, superintendent of the company's advertising department, stated. "Most people did not seem to appreciate the fact that they have an obligation to the utility as well as it has to them.

"The majority of people have always thought of the public service corporation as a profiteering undertaking. Our purpose was to show that, instead, the utility is their servant. We are convinced that it can grow only as the community grows and conversely.

"Electrical service, we feel, is really the embodiment of daylight saving because it gives the people more time. Where it has come in, labor has been lightened, working conditions improved and home routine made easier. But in order to continue the progress being made, we must constantly be in the market for new money.

"Our advertising was started to get the public to send in complaints. The surprising thing is that in the two years it has been in use, we have probably not received more than a dozen real complaints from readers through it, but have had, through hundreds of letters and talks to members of the company, many indications that the public has acquired a much better appreciation of the facts concerning the management and problems of our

company than existed previously."

Having frankly bid for suggestions for the improvement of the Edison service over a considerable period, the company is now also using its "Friendly Glow" advertisements to tell the story of the company as a public utility and the part it plays in the growth of the Greater Boston community.

This was one of the early pieces of copy in the new series:



The Friendly Glow.

Speaking of Speculation.

THE Edison Company did not in its beginning fulfil all the requirements of a Public Utility. Its service was experimental, limited and inferior. Investment in its stock was speculation.

Experience and invention have changed this. From being an uncertain enterprise it has become an indispensable public service.

It gives the best in service at the lowest possible rates. And the return to its investors is supervised by the State Department of Public Utilities.

The Edison Electric

Illuminating Company of Boston

ALL THE ADVERTISEMENTS OF THE SERIES FOLLOWED THIS STYLE

This company is called a Public Utility because it furnishes a useful service to the Public.

Because that service is indispensable, this company, together with those furnishing gas, telephone and street-railway service, is under supervision of the State Department of Public Utilities.

But of particular interest is the copy which, tactfully and in a spirit of frankness, either meets or anticipates the arguments of the kicker.

Last May politicians and some other individuals rapped the Edison company at hearings that were held at the Statehouse before the Department of Public Utilities.

The following messages in regular space caused

many to stop to consider that there might be another side to the matter:

WILLING TO AWAIT OUR ANSWER:

Stockholders and customers of the Edison Company have confidence in its management and its service.

They will await the Company's complete answers to the questions so artfully framed by the petitioners in the present hearings before the State Department of Public Utilities.

DURABILITY

Ty Cobb is the baseball marvel of the age in his eighteenth season in the Big Show.

Devereux Milburn is still regarded by most people as the foremost exponent of polo after many years of participation;

—and Harry Vardon probably has some more championships lurking in his vicinity.

They possess durability, or in other words, they wear well.

Publications can also possess durability—they also can wear well.

We know of well over fifty concerns that have been advertisers in the Dry Goods Economist for more than twenty-five years.

They are advertisers now not just because they always have advertised.

They are advertisers because the Dry Goods Economist has demonstrated its power to help sell their merchandise to the retailers of America.

Their confidence in the Dry Goods Economist is based on a record of past, present and future performance.

Dry Goods Economist

239 West 39th Street

New York City

STATE REGULATION ADEQUATE:

The State requires that Public Utilities, such as the Edison Company, shall conform to the best business practice in serving the public.

That the Edison Company is doing this will be shown later in the present hearings before the State Department of Public Utilities.

STANDARD BUSINESS PRACTICE:

The Edison Company's business practice is being criticized in the hearings before the State Department of Public Utilities.

That practice is the same as that followed throughout the State—in fact, throughout the United States.

It is standard, as well as adequate, as will be shown later in the hearing.

EDISON COMPANY SECURITY:

Security, both in economical Electric Service for its Customers and in fair return for its Investors. This has been always the guiding principle of The Edison Company's management.

That security, so essential to Boston's welfare, exists today in greater degree than ever before—in spite of wilful attacks upon it.

The mystery of who gets the profits from a public utility—the "big interests," knockers had alleged—was unshrouded with this fact copy:

EDISON STOCKHOLDERS—HOME PEOPLE:

The Edison Company's securities are largely owned here at home by investors of modest means. There are 8,000 stockholders; 6,860 of them (85¾%) live in Massachusetts; 7,430 (92½%) live in New England.

Over one-half of the stockholders, 4,025, are women. There are 2,700 holdings of five shares or less; 4,270 holdings of ten shares or less. Edison shares are held as investments by 1,385 Estates, Institutions and other business concerns.

Such confidence is not misplaced.

SPEAKING OF PROFITS:

The Edison Company is not allowed to make profits as that term is often understood.

Under the supervision of the State Department of Public Utilities, it must furnish a high quality of service at as low a cost as will cover expenses—including a fair return on the stockholders' investment, and a reserve sufficient to meet emergencies, as for example the December sleet storm.

Other copy brings out the fact that in public utilities, the income from the sales of electricity during a year (turnover) equals only one-quarter to one-eighth of the capital invested and that therefore the investment must be twenty-

five to fifty times as great as in a private business enterprise, the responsibility a franchise entails, advantages of private ownership and many other points which have proved of decided interest to Mr. Average Man.

Aside from its influence on the public, this campaign has tended to make the employees well informed and has backed up ably a courtesy campaign which has been going on in the ranks for three years. The company feels its labor turnover of but 15 per cent to be very satisfactory. Public utility corporations in other sections have in a number of cases requested permission to reprint copy used.

"Before the war, we did much direct advertising," Mr. Gibbs said. "Now, however, we reserve that for special propositions. We make it a rule not to enclose anything with our bills for the reason that in our case it is important for the public not to fail to observe the bill, which might otherwise be hidden. We endeavor in every possible way to make it easy for the public to transact business.

"We have never used more than three-fourths of one per cent of our annual income for advertising and that was when the gross income was not so large as it is now. We believe that the public service corporation, whether small or large, can with profit use at least one half of one per cent for advertising. Even if the annual income, gross, were only a million, this would give \$5,000. Our experience has indicated to us that it is wise to keep in mind that a public utility is a public responsibility to employees, to the public and to the company, and this spirit should be reflected, we believe, in public relations advertising."

Knockers who have a justified grievance often prove valuable to a company in showing it how to correct mistakes. But the hammer wielder who, due to lack of information or wrong information, swings away day after day without reason can be of untold injury to any concern—and he could often

(Continued on page 101)

7, 1922

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Sept. 7, 1922

PRINTERS' INK

97

Buyers All Over the World

read the AMERICAN EXPORTER with interest. Here is a letter from an importer in the far off Fiji Islands—typical of many which we receive from the smaller outlying markets whose aggregate buying capacity is extremely important.



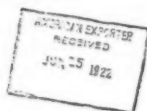
S Levy (Junn.) & Co.

Dunlop Tires, Tubes
and Accessories

SUVA,

Fiji, May 26th, 1922.

American Exporter.,
Puna Terminal Bldg.,
370 Seventh St.,
New York City,
N.Y.



Gentlemen,

We would deem it a favor if you would put us in touch with a manufacturer of Pogo Sticks, we read with interest the article on same in your March issue of the American Exporter.
Thanking you in anticipation,

we are,

Yours truly,

S. LEVY (JUN.) & CO.

M. Levy

Are you telling the merchants abroad about your goods?

AMERICAN EXPORTER

The World's Largest Export Journal—Now in Its Forty-sixth Year
370 SEVENTH AVENUE NEW YORK CITY

Is There Anything U

IT'S the typical point of view of a non-advertiser that his product "can't be advertised successfully," or "doesn't need advertising"—in other words, that it isn't advertisable.

Sometimes that is a correct statement of a given case. Sometimes it's an erroneous or an uninformed point of view.

Motor-car axles and bearings weren't supposed to be advertisable—or to need advertising—until the leading manufacturer in that field proved the case. "What the consumer buys," objectors said, "is an automobile, not an axle. It's all right to advertise cars, or accessories that the consumer buys separately; but you can't advertise parts of cars, that lose their identity before they get to the readers of advertisements."

Hotel service wasn't supposed to be advertisable, either. You could tell people that your hotel was a fine one—but you couldn't advertise the service it gave, because all hotel service was pretty much alike, so far as it could be described in advertisements. Then a hotel-keeper showed 'em.

You can think of plenty of instances: drinking water and iron pipe and hardwood lumber and shipping cartons and white lead and all sorts of things. It's a reasonable question whether there's anything—with an important class of exceptions to be noted—that isn't advertisable, whatever traditions and customs surround it, whether it's an independent unit or a part of a vastly bigger whole. There are products suspected of being unadvertisable because the right way hasn't been

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Fuller & Co.

Bulkley Bldg 501 Eu

ADVERTISING - C

Charter Member American Association of
Member National Outdoor Advertising

Sept. 7, 1922

PRINTERS' INK

99

ing Unadvertisable?

shown, yet, to advertise them; but they are growing fewer with every year; and many a manufacturer who was the first advertiser in his field is thanking his stars that he *was* the first.

And oh, yes, the unadvertisable products: they include, first and obviously, articles which can't be sold legally—booze, for instance. Crowding that classification for first place would be articles that aren't honest value—paper-soled shoes and wooden nutmegs, for instance. Unadvertisable, too, are products, however meritorious, that haven't strong and capable (not necessarily large or rich) organizations behind them; or which suffer from any of the handicaps of poor management or faulty sales administration.

Now the object of this page isn't merely to call your attention to an interesting fact (or, if you prefer to so call it, hypothesis) about modern business. It is intended to be a suggestion—even, perhaps something of a challenge—to any man who considers his business unadvertisable. It asks him to reconsider, with the help of men who know advertising as well as he knows his own business, whether he may be, *through force of habit*, ignoring an opportunity for larger growth, bigger sales, more profits.

Perhaps with you our reputation for *handling* business is greater than our reputation for *wanting* business. If so, we would like this advertisement to place us before you as a real solicitor of your account, whether it be small or large, and even though no representative of Fuller & Smith has recently called upon you.

Fuller & Smith

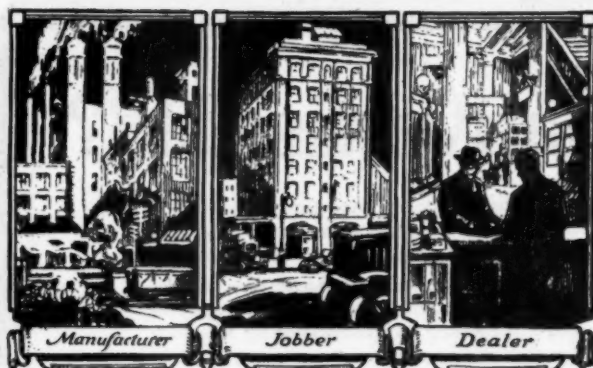


314 501 Euclid Ave.

NG-CLEVELAND

American Association of Advertising Agencies

Outing Advertising Bureau, Inc.



Your Trade — or the Jobber's?

Selling through wholesale channels is not without its difficulties, as numberless manufacturers can testify from experience.

AND yet the relationship of manufacturer, jobber and retailer is the only one that is practical in many fields.

¶ There is a community of mutual interests here in which all three may and should share. Some of the pitfalls are dis-

cussed, and ways to avoid them suggested, in **PROMOTING SALES.**

¶ This book is well worth the reading by any executive who is interested in holding and building up sales. It is sent to such men, without charge, at their request.

The Corday & Gross Co.
Cleveland
Effective Direct Advertising

be prevented from starting into action in the first place by frank, open advertising. The knocker might be in his element in "tearing loose" about an unknown brand of baked beans, but he would hesitate to do so with an advertised one like Campbell's.

Most people would boost rather than knock, if they were informed why they should. In converting people who, through lack of information or misinformation, already are wielding destructive hammers, and in laying the facts before those who might before they have a chance to become knockers, advertising is proving its value in creating boosters who form the most valuable asset a public or private corporation can have.

Advertising Book Finds Buyer After 46 Years

ST. JAMES'S ADVERTISING AND PUBLISHING COMPANY, LIMITED
LONDON, August 23, 1922.

Editor of PRINTERS' INK:

The letter from W. K. Smith in your issue of August 3, mentioning a book called "The History of Advertising from the Earliest Times" leads me to mention that I found a copy of this book two years ago in a second-hand book shop in London. I promptly bought the volume, paying for it 5/.

Although the book was published in 1874, the leaves were uncut in the copy which became mine; that is, this book had been wandering about probably for forty-six years before it found a buyer.

Desiring another copy for a friend, I asked the bookseller to find me one, which he did, and for this I was required to pay 7 s. 6d.—a trifle under \$2. This copy also had its leaves uncut.

I presume that there are other copies in like condition to be found in London.

The cover showed the wear and tear and soil of the years, but what interested me was that a book could live in the book shops for nearly 50 years without ever having found its way to a consumer buyer. If it had been a second-hand book, then it would not have been astonishing to find the book in a second-hand book shop.

JOHN C. KIRKWOOD.

A Reader of "Printers' Ink" for 32 Years

HOYT'S SERVICE, INC.
NEW YORK, August 29, 1922.

Editor of PRINTERS' INK:

In the fall of 1889 I was doing the work of a traveling salesman. On every other Monday night it was my practice to make Winsted, Connecticut. I stopped at a hotel there known as the Hotel

Andrews. One evening I discovered a copy of *PRINTERS' INK* on the table in the reading room. I had never seen it before. I carried it to my room and positively devoured its contents.

Two weeks later when I visited Winsted I found, to my joy, that another copy of *PRINTERS' INK* was lying in the reading room. I read that copy. And then, thereafter, for many months, I watched for the Hotel Andrews' copy of *PRINTERS' INK*. Beginning perhaps a very few months after that, I started to read the paper regularly, and I doubt if I have missed reading an issue since. I cannot lay claim to having been a subscriber for the 32 years, since the beginning of 1890; but I feel certain that I have been a constant reader since that time.

Probably the one thing which, more than anything else, gave me my first ideas about being an advertising man, was the reading of the articles in *PRINTERS' INK* by Charles Austin Bates. I am sure that, combined with the reading of the issues of *PRINTERS' INK*, these two things were responsible for my ultimate decision to enter the business of Advertising.

CHARLES W. HOYT,
President.

Mr. Evans Steps Up for the Medal

EVANS & BARNHILL, INC.
NEW YORK, August 28, 1922.

Editor of PRINTERS' INK:

I notice on page 28 of your August 24 issue that brother William H. Johns has been "Unanimously Elected" to membership in the Early Reader's Society, because he says he is confident he has read *PRINTERS' INK* from its earliest issues, but cannot prove it.

Then on page 58 brother A. W. Erickson says he began reading it in the early nineties, but there is no indication as to whether he is elected to the society or not.

I began to read *PRINTERS' INK* in 1895 and the fact that I have noticed the two letters above mentioned shows that I still read it and heartily endorse Mr. Erickson's remarks about it. In times past I have contributed to its pages and have advertised in it, and have quoted from it and in other ways have used it as a good advertising man should.

Do these qualifications get me in with the distinguished Early Reader's Society?

S. KEITH EVANS.

Joins D'Evelyn Agency

Roland L. Hauck, formerly advertising manager of the Palo Alto, Cal., *Times*, has become a member of the staff of the Norman F. D'Evelyn Agency, San Francisco.

T. W. Gerber, recently with the copy department of the Arcady Company, Portland, Ore., advertising agency, has joined the staff of the United Press Association in Columbus, O.

Should Orders for "Broken Packages" Be Frowned Upon?

Every Retailer Not Always Able to Handle Original Packages

E. COREY & COMPANY
IRON AND STEEL
PORTLAND, MAINE.

Editor of PRINTERS' INK:

Has there been published in *PRINTERS' INK* in the last few years any articles on the cost to wholesalers on breaking packages? If so, can we obtain a copy of such, as we have no back copies of *PRINTERS' INK*? Thanking you for this information, we are

E. COREY & COMPANY,
R. F. BOYD.

PPRINTERS' INK has never covered the subject of "broken packages" directly, although the matter has occasionally been alluded to in the treatment of other topics. The best way to get detailed information about the problem of "broken packages" is to write to the secretaries of the various associations of wholesalers, particularly in the drug and grocery fields. Here are the addresses of some of them:

National Wholesale Druggists Association, 51 Maiden Lane, New York.

National Wholesale Grocers' Association, 6 Harrison St., New York.

New York Wholesale Grocers' Association, 100 Hudson St., New York.

American Wholesale Grocers' Association, Jacksonville, Fla.

The American Specialty Manufacturers' Association, 53 Park Place, New York, must also have given considerable attention to the cost and trouble of filling orders in less than case or package lots. The problem, however, hits the jobber more than it does the manufacturer.

The National Wholesale Grocers' Association has been discussing the question for years. Writing about it in the August issue of this organization's bulletin, W. S. Meredith, of Steele & Meredith Company, Springfield, O., said:

"This is a subject that has been cussed and discussed at every

Zone, State and National meeting which has been held for years, and the jobbers generally feel like saying to the small retailers if they want to buy at retail price they must buy in wholesale quantities, which would be original packages.

"But, regarding this matter, as many others connected with the jobbing business, it is a difficult matter to lay down an arbitrary rule to the retailer.

"To enforce such an idea as stated above would work a very great hardship to many and at the same time be quite detrimental to the jobbing business, notwithstanding the fact that present system incurs considerable loss and expense.

"Conditions as they now exist, which need not be explained here to the jobbers, require some liberal concessions to be made in the way of handling the business and giving the small neighborhood grocer a good assortment of first-class goods. With his limited capital he cannot afford, in all cases, to buy in original packages. Therefore I would urge that the wholesale grocers enlarge their broken package department and make it possible thereby for the small retailer to have as complete assortment of groceries as the large downtown store, thus increasing very much the usefulness and popularity of the neighborhood grocery.

"To get goods in this manner the small retailer might find it worth while to pay enough extra to take care of the loss and extra expense of the jobbers' broken package room."

To find the difference between the cost of filling a broken package order and an order for original packages, Mr. Meredith kept track of the expense in handling two specific orders. It took fifty-two minutes to assemble and pack an order com-

OK or KO?

The readers of **BUSINESS** are the kind of men who daily give the OK or KO to proposals for spending their own or their firm's money on materials, equipment and supplies.

Of the 160,000 names on the BUSINESS lists, 92% are those of executives—owners, presidents, general managers, purchasing agents, sales managers, factory managers and the like. Moreover, these names are personally selected by trained salesmen—and salesmen, too, not concerned with selling a publication or publication space.

If you want to know how BUSINESS produces for its advertisers ask Addressograph, Multigraph, I. C. S., Rotospeed, Baker-Vawter, Alexander Hamilton Institute, Library Bureau or any one of many others whose names we can give you. Write for rate card.

BUSINESS

The Burroughs Publications

Published by the Burroughs Adding Machine Company, Detroit, Michigan

posed entirely of broken packages. The bill amounted to \$23.35. It required thirty-two minutes to fill the original package order, which amounted to \$86.36. On this basis, Mr. Meredith declares, that if a clerk were kept busy for ten hours filling similar broken-package orders, his shipments would amount to only \$268.00, whereas if he were working on original package shipments altogether, he would fill \$1,613 worth of groceries. Obviously the cost of handling the former, measured by percentage, would be several times the cost of handling the latter.

In addition, there are other costs incidental to a broken-package order beside the filling. Once a package is opened, the merchandise is likely to deteriorate faster. Pilferage will be greater and the difficulty of storage will be enhanced.

In the same publication, Alexander Furst, of Jobst, Bethard Company, Peoria, Ill., says:

"We are all conscious of the terrific expense of breaking and repacking original packages, but very little if anything has ever been attempted to reduce this expense, and there must be some method of doing this.

"A brief survey of what this expense amounts to reveals the fact that the average jobber doing a business about five million per year sells more than half a million or from 10 per cent to 12½ per cent of this volume through his packing room at an expense of from 15 cents to 20 cents for every box of mixed groceries so assembled. This does not include any portion of the general overhead expense, but is based solely upon the salaries of the packers or packing-room employes and the cost of materials actually used in the packing room. Neither does it include the expense of packing cigars, which in some houses are handled by separate men, but in many cases are also handled through the regular packing room.

"Hundreds of items go to make up the stock in the packing rooms; 75 per cent of them are duplica-

tions of stocks on other floors but on account of the necessity of breaking original packages or repacking smaller orders, stocks must be kept in the packing room."

Mr. Furst suggests as a remedy that in some cases the manufacturers' original packages are too large and that in a few instances it would be to the advantage of everybody concerned if the units were made smaller. That is probably a worth-while suggestion. The small retailer is not always able to handle a large original package. It is a mistake to ask him to do so. But regardless of how small the manufacturer makes his original containers, there will always be a demand from the retail trade for smaller quantities. It is the jobber's function to supply this demand. If we are to continue helping the small retailer, if we are to continue emphasizing the profitableness of quick turn-overs, if we are to continue encouraging side-lines, we must expect a continuance of orders for broken packages.

It seems to us as though the jobber cannot avoid this business. He must handle it as best he can, always remembering that if the small buyer merchandises well he will not remain a small buyer long.

—[Ed. PRINTERS' INK.

With Lord & Thomas in Los Angeles

Ralph Brett, recently with the Smith & Ferris Company, has joined the Los Angeles office of Lord & Thomas, Chicago advertising agency. Mr. Brett previously was with the Chicago office of the Butterick Publishing Company and *Vogue*.

American Druggists Syndicate Reports Profits

The American Druggists Syndicate report for the six months ended June 30, 1922, shows a net profit of \$100,948, as compared with a deficit of \$741,340 for the corresponding period of 1921.

Joins Cincinnati Direct-Mail House

Charles Kerr, formerly with Buckley, Dement & Company, Chicago, has joined The Bauer-Krehbiel-Small Company, Cincinnati direct-mail house.



Dr. William P. Baker
Editor
Syracuse Post-Standard

PRODUCTIVE PRESTIGE FOR NATIONAL ADVERTISERS

Circulation figures look impressive but the reader influence of editorial and news prestige, generates the unusual productive power of The Syracuse Post-Standard for the National Advertiser.

**Largest Daily
Circulation of
any Syracuse
Newspaper**

Daily Circulation for First
15 Days of August
EXCEEDS 55,000

PAUL BLOCK, INC.
Representative
New York Boston
Chicago Detroit

A DEMOCRAT AT THE BREAKFAST TABLE.

Editorial from The New York Times,
Sunday, July 30, 1922.

William P. Baker, editor of The Syracuse Post-Standard and a regent of the University of the State of New York, has written an account of an hour with Lloyd George at No. 10 Downing street. He titles it "Breakfast With Lloyd George." It is such a story as Mr. Baker might have written of a breakfast with his former Syracusan neighbor, the present premier of New York state, in his Albany home. The Downing street house is, however, not as imposing as the executive mansion in South Eagle street—one "stolid door" in a series of gateways to a "somber pile." But what the Downing street house lacked in impressiveness of facade it made up in the gardens which every Englishman demands. There the Onondaga editor sees the premier pretending to make oranges or bananas grow for his granddaughter's breakfast on a tree that was not given by nature to bearing fruit, and then to pass to the breakfast room, while the child marches to the table set for an imminent cabinet meeting.

Countless readers breakfast at Downing street with the prime minister, hidden behind their newspapers. Mr. Baker brings us face to face with Lloyd George without a newspaper in front of him—this "most powerful man in the world today." "His cheeks are as ruddy as a child's" and he is "as alert physically as he is mentally," not buried, as the Gentleman with a Duster pictured him, in the depths of a "destroying chair." He is simple and democratic in his own living and in his friendship ("vulgar friendships," the same author of "The Mirrors of Downing Street," called them and wanted him to fling them off) and he has perennial joy in his job. He does not "smile when things go wrong, he laughs." Here is the modern Democritus—the Laughing Statesman.

Upon what meat this Caesar breakfasts that he has grown so great is not revealed by Mr. Baker. It is not the newspapers and it is not any speculative philosophy, nor is it economics. He can no doubt read, as some wit said, and "inwardly digest," as Lord Bacon characterized the mental process that should follow reading, but he evidently takes predigested food. He absorbs. As Mr. Baker says: "If Lloyd George has not read thoughtfully the history of all Europe, he has certainly absorbed it."

But one should get Regent Baker's picture of a breakfast when the Gentleman with a Duster was off on his vacation.

"Breakfast With Lloyd George"—This interesting booklet which has been widely commented upon, will be sent upon request. Address Post-Standard, Syracuse, N. Y.

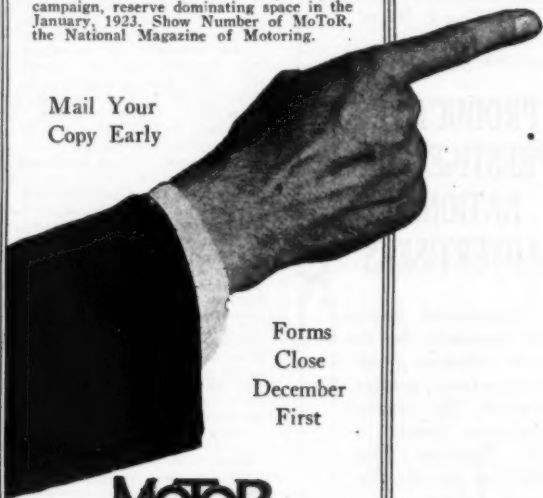
read it again—

YOU have probably read the announcement reproduced on the opposite page—it has already been mailed to the automotive trade and to advertising agencies handling automotive accounts.

But read it again! The message it bears is worthy of constant repetition, for it heralds the approaching publication of the most important edition of America's leading automobile magazine—the Annual Show and Reference Number of MoToR.

Today is not a moment too soon to commence planning for what promises to be the most prosperous year in the history of motordom. As the first step in your campaign, reserve dominating space in the January, 1923, Show Number of MoToR, the National Magazine of Motoring.

Mail Your
Copy Early



Forms
Close
December
First

MOTOR

"The National Magazine of Motoring"

119 West 40th St., New York, N. Y.

Hearst Bldg.
CHICAGO

Kresge Bldg.
DETROIT

\$400 will carry your full-page message to the most influential motorists and livest dealers in every state in the Union.

Announcement

MOTOR
THE NATIONAL MAGAZINE OF AUTOMOBILES
119 WEST 40TH STREET
NEW YORK

SPACE FOR THE JANUARY, 1923 ISSUE OF MOTOR, THE ANNUAL SHOW AND REFERENCE NUMBER, IS NOW BEING RESERVED. ☐ SEVENTY-FIVE THOUSAND COPIES OF THIS FAMOUS YEAR BOOK OF THE AUTOMOTIVE INDUSTRY WILL SELL FOR THE CUSTOMARY PRICE OF ONE DOLLAR A PIECE. ☐ NO ADVANCE IN THE ADVERTISING RATES FOR THIS INCREASED SHOW-TIME CIRCULATION. ☐ FINAL FORMS CLOSE ON DECEMBER, FIRST WITHOUT FAIL. ☐ THE BEST POSITIONS GO TO THOSE WHO FORWARD COPY BY NOVEMBER, FIFTEENTH — MAKE A NOTE TO SEND YOUR COPY EARLY.

ROBERT P. DAVIDSON
Business Manager

The dominating four-page insert—printed in color—has been adopted as a standard unit of space by many of the leading advertisers who use the January Show Number of MoToR. Such inserts permit the telling of an impressive story in an impressive way. Rates upon request.

Michigan Manufacturing Output Increased 1083% In Last Twenty Years

Statistics show that the manufacturing industry of the United States is moving westward, chiefly into the Mississippi River Valley and particularly the States bordering on the Great Lakes. The Atlantic Coast States in 1919, the latest census year, produced less than half the output of the country as compared with two-thirds a half century ago.

MICHIGAN is responsible for a very large portion of this movement. Her products were valued at \$3,466,000,000 in 1920, compared with \$320,000,000 in 1900, an increase of 1083%. Illinois increased 484% and Indiana 563%.

MICHIGAN, with 56.5% as much population as Illinois, produced 63.8% as much business, and with 25% more population than Indiana produced 85% more business. This is a logical field for advertising campaigns.

The small cities of Michigan receive their full share of this increase in business. Every one of them has added from two to ten new industries in the past five years, and they are prospering. Consider them on your next campaign, for you cannot cover Michigan unless you use the eighteen afternoon newspapers, each exclusive in its field, covering a trading population of a quarter million people, that comprise the

Michigan League of Home Dailies

Albion Evening Recorder	Monroe Evening News
Big Rapids Pioneer	Niles Daily Star Sun
Cadillac Evening News	Petoskey Evening News
Cheboygan Daily Tribune	St. Joseph Herald Press
Coldwater Daily Reporter	South Haven Tribune
Dowagiac Daily News	Sturgis Daily Journal
Ionia Sentinel Standard	Three Rivers Commercial
Manistee News Advocate	Traverse City Record Eagle
Marshall Evening Chronicle	Ypsilanti Press

H. EDMUND SCHEERER

National Advertising Representative

MARQUETTE BLDG., CHICAGO

New York Office: 30 East 42nd Street - - - - R. R. MULLIGAN

Michigan Facts—Michigan produces 60% of all the autos of the country, and every small city in Michigan has one or more industries helping to make up that production.

Wanted: Better Salesmanship Abroad

Facts That the Department of Commerce Has Gathered Indicate Necessity of Better Selection and Direction of Overseas Salesmen

By Julius Klein

Director, Bureau of Foreign and Domestic Commerce

THE selection of efficient traveling agents for service abroad is one of the things now most vitally essential to our success in foreign business. Innumerable instances have been reported to the Department of Commerce where unwise appointments have proved extremely costly, or even disastrous, to the American manufacturers whose judgment was at fault. The present crucial period of reconstruction is no time for such errors, which are apt to endanger not simply the individual merchant involved but also the good-will and standing of American export firms in general. A comprehensive survey of this situation by experts of this department throughout the world has revealed certain striking facts and conclusions which may be of value to executives and others responsible for the selection and direction of overseas salesmen.

In considering a prospective traveling agent, it is undesirable to give exclusive attention to any single element or phase of his equipment. He must be suited to the territory and the trade to be visited; to the line of goods to be handled; and to the commercial policies of his employer. He must, in other words, be a trade builder, not an order-book filler. The two are not synonymous; in fact, the distinction between them is especially significant and timely at this stage of development in American foreign trade.

If an export campaign is definitely and seriously contemplated, the American manufacturer should

send out absolutely the best man obtainable, even at some temporary sacrifice in connection with his domestic business. This traveling representative will be regarded as the spokesman of his country as well as of his company; he will be in a position to build up or damage the prestige of both. There devolves upon him, therefore, and upon those who select and direct him, a responsibility, not simply to his firm but to all of its fellow American exporters, that cannot be ignored. His negotiations with alien peoples will tax his resources to the utmost, and unless he has unusual ability he is sure to betray his deficiencies. Consequently it is more than a costly mistake; it is a direct affront to the United States and to its more conscientious exporters to send to foreign countries simply the individual who can be spared with the least inconvenience or who happens to have some superficial quality to commend him.

SOME QUALIFICATIONS THE FOREIGN AGENT MUST POSSESS

The agent should be a man of good education, thoroughly versed in the fundamental technical aspects of his field. He should possess, moreover, a broad fund of information. He should be able to converse with foreign buyers about something besides the actual goods he is handling. Even a superficial knowledge of the topics of the day may often pave the way for profitable business, this being especially true in the Latin countries. The salesman should have a wide acquaintance with general American conditions. He should be able to "sell" American manufacturing methods

From "Commerce Reports," official publication of the United States Department of Commerce.

as effectively as a bill of merchandise or an individual unit of machinery. He should be able to persuade a prospective foreign buyer that the American way of producing a given article is eminently efficient or possibly superior to others.

STABILITY OF MORAL CHARACTER

The personality of a traveling agent is a factor whose importance can scarcely be overestimated. Stability of moral character is an indispensable requirement. No matter how brilliant he may be as a salesman, if his moral character is questioned by a foreign merchant this will reflect upon the manufacturer and upon his country. No weak-willed person should be sent abroad on a business mission. Much more attention should be given to the representative's personal habits than would be the case in selecting a representative to work in the United States.

Instances of habitual gambling, of drunkenness, of dissolute living by American traveling salesmen in foreign countries have come to the attention of the Department of Commerce. Though these may be few in number, in each case grave and sometimes irreparable injury has been done to the interests of the exporter and the reputation of America.

Reliability in the broadest sense is a primary requisite. The overseas salesman is largely "on his own"; his house must depend upon his discretion; he cannot be watched and guided as can his domestic counterpart. A prominent American manufacturing concern which has just entered the export field has recently learned, at some cost, the necessity for greater caution in this regard.

The company undertook to cover South Africa with a "hustling" domestic salesman who had for years been allowed to operate in a restricted territory with very little control or supervision from headquarters. The strange conditions of the foreign assignment proved altogether too much for him; he evaded making reports (he had never been ac-

customed to make them at home); he was continually cabling for money, though he presented no expense account; he did not answer cablegrams or letters from his firm, which is now receiving reports from outside sources of his generally unsatisfactory conduct. This firm had failed to assure itself of the fundamental reliability of the individual in question; it simply selected a man with a good record of orders in the domestic field and "turned him loose" in totally strange surroundings. Its nonchalant readiness to "take a chance" has cost it a large prospective business and has distinctly damaged the reputation of other American exporters in South Africa.

This warning against the selection of men who are likely to prove unreliable should not be taken as implying any prejudice against the salesman who is a "good mixer." That quality, indeed, is highly desirable if it is united with restraint and proper standards of behavior.

The traveling agent should be a student of human nature, with the ability to adapt himself to the persons with whom he comes in contact. While abroad he will find the social obligations of his position far more exacting than in the United States. A successful general sales manager has expressed the opinion that he would never send a salesman into any territory unless he himself were willing to take that salesman home to dinner with his family. This test is especially applicable in the case of a salesman sent abroad, because in most foreign countries the personal element is stressed more than it is here.

Tact and good manners are essential attributes of the successful traveling agent. These imply an absence of boastfulness either about himself or about the United States. They imply also that he should refrain from criticism that might offend the sensibilities of foreigners. He should remember that he is sent out as a salesman and not as a reformer.

Lack of tact is considered by

B. Altman & Co.
Fifth Avenue Madison Avenue
Thirty-fourth and Thirty-fifth Streets.

New York.

August 17, 1922.

The Christian Science Monitor
 Falmouth and St. Paul Streets
 Boston, Mass.

Gentlemen:

Why do B. Altman & Co. advertise in The Christian Science Monitor? If we were not advertisers it would be harder to explain "why not" than it is to explain "why."

The chief reason is because it is welcome in the homes of discriminating people - people who buy. It is valuable because readers take a personal interest in all that it contains (this is evidenced by the letters we receive) and consequently, there is a bond established between the reader and the advertiser.

Furthermore, it is clean and progressive, and we are sure of being in good company. The fact that we have been consistent users of its pages for a number of years is sufficient proof of its drawing power.

Sincerely yours,

Richard Jackson

The establishment of B. Altman & Company is one of thousands of high-grade stores and shops, located in more than 350 cities of the United States and other countries, which advertise in The Christian Science Monitor. The reasons which impel their advertising doubtless apply to many of the national accounts represented in the Monitor.

Another point of interest to national advertisers is the merchandising "tie-up" which these thousands of retail outlets offer to manufacturers of nationally-distributed goods.

The Christian Science Monitor
An International Daily Newspaper

Publication Office, 107 Falmouth Street, Boston, Massachusetts

some to have been one of the outstanding deficiencies of American traveling men in the past, especially in South America. What is regarded as bluff good fellowship in this country is very distasteful to the Latin American, who is accustomed to well-phrased compliments and a strict observance of certain conventions. The Latin American dislikes the appearance of doing business in a hurry, although an understanding of the proper approach often results in actual orders almost as quickly as in the United States.

The absence of politeness is more noticeable to the Latin American than its observance and often serves to condemn a salesman in his eyes. Such a little thing as failure to remove a hat in calling on a buyer has lost many desirable sales. Loss of numerous repeat orders can be traced to failure to visit customers to say good-by just before the salesman leaves a town where he has spent some time. On the other hand, a post card written from some distant place has served to keep the salesman and his goods before his customer's mind, since it shows a highly appreciated personal touch.

A salesman who assiduously cultivates the personal element is often able to divert trade from other houses to his own.

In general, observation seems to indicate that a man of the "plugger" type is to be preferred for foreign service to the temperamental "star" salesman. It has been found that the latter often suffers a severe failure abroad when his customary spectacular methods cannot be adjusted to meet foreign conditions.

It is scarcely necessary to say that an overseas salesman must possess sound judgment; he will need it, especially if he is pioneering for his house and is expected to select its permanent agents. A common fault now being reported in this connection is the assignment of foreign agencies to those dealers who place the largest orders, regardless of the dealers' organization, stability and ca-

capacity to render service. Equally dangerous is the selection of a house which is already handling so many more profitable classes of goods that his own line is certain to be slighted or ignored. When the agent selected happens to be of competing European nationality, the error is all the more serious.

The ability to form a shrewd, just estimate of persons and situations is, therefore, invaluable in a traveling representative abroad, primarily because his responsibilities are apt to be greater than those of a domestic salesman.

THE QUESTION OF NATIONALITY

The question of the salesman's nationality is most important. He should be a real American and should bear the indubitable appearance of one. In too many cases men have been chosen merely because they were born and raised abroad and are supposed to have contacts in a foreign country. If a salesman is selected who is a naturalized American, special care must be exercised with respect to his foreign contacts. The work of such a man, going back to his old home as representative of a high-grade American concern, will be valueless unless, in addition to his standing here, his position in his own community was of the best before he came to the United States. This matter is certain to be rigorously investigated by the prospective purchasers whom he approaches.

In connection with these remarks two examples may be cited. The first is that of an American citizen who is a native of an eastern European country. He has good technical knowledge, is a university graduate, and has gone through two years of the most thorough apprenticeship in an American steel plant. Yet, upon his return to his native country, his family connections, and the personal and political antipathies involved in those connections, were such as to prevent his success. An American with

(Continued on page 117)

New Ways of Aggressive Selling

It used to be thought that only the salesman who went by train and carried a lot of samples could sell merchandise. And he was noted for being able "to hit a hundred towns in one trip."

Today, a man who sits in an office in Chicago or New York sells merchandise all over the United States without taking trains or carrying samples. And he sells at a fraction of the cost needed to finance the trip of the old time salesman.

Direct mail selling—selling by the printed word—has superseded the older, slower, more expensive and not always productive selling methods.

If you have a selling or distribution problem—direct mail advertising will solve it. It is doing this work for thousands of manufacturers and merchants all over the United States and Canada.

Before employing salesmen to go out and get orders, talk the matter over with your printer. Ask him how much it would cost to print and mail a business-getting circular to that list of prospects you ought to be doing business with.

And if possible, pick out a printer who has a Cleveland Folding Machine, as he will be able to get the work out quicker, in better shape, and at a more economical figure.

THE CLEVELAND FOLDING MACHINE CO.

GENERAL OFFICE AND FACTORY: CLEVELAND

"The Business Tide Has Turned"

Roger W. Babson

A Suggestion to advertisers

Babson's Report for August 1st says:

"The Business Tide Has Turned"

"For the first time in over 2 years we feel justified in talking optimism."

The Wm. H. Rankin Co. has preached "optimism" and better business for two years past.

So did most of our customers.

The results?

They advertised! Even more during the past two years than in the previous "easy going" years.

They merchandised their advertising. They got their salesmen behind the advertising.

Some of them got new salesmen—men who sold, instead of "order takers."

* * *

Two of our customers in the second largest industries of America led their field with the largest increase in sales for 1921 compared with 1920.

They built better products—put quality above prices—advertised and sold the goods!

* * *

We did our part by strengthening our organization—our writers wrote better advertising copy, our art directors and layout men excelled themselves in cleverness of design and direct appeal to the people who buy.

Our merchandising men thought of new ways to get newspapers, magazines, trade papers, farm papers, billboard men to help make our customers' dollars bring better return in "sales."

Our Chicago, New York, Akron, Toronto and San Francisco offices vied with each other in making every one of our customers' advertising and sales "better."

* * *

We helped get results! We preached "optimism" and harder work, longer hours—to salesmen!

We helped sales managers and dis-

trict sales managers to present their sales propositions to wholesalers and retailers so that they "got behind" and pushed the goods they sold and we advertised.

We studied markets. Our Research Departments got the facts. We planned advertising campaigns "Based on knowledge that benefits the consumer." Our 1800 Trade Reporters in every state in the union co-operated.

What is the result in our own organization?

We cannot preach harder work to our customers' salesmen, unless we work harder ourselves.

Our own business has shown decided improvement in every department. We are doing more and better work for our customers.

* * *

We are now ready to take on a half dozen new customers who want the optimistic kind of service we have here described—and such as we are now giving accounts like Goodrich, Wilson & Co., Union Carbon & Carbide Co., Haynes, Mead Cycle Co., Hartmann Trunk Co., Eveready Flashlight, Columbia Batteries, Prest-O-Lite Batteries, Austin, Nichols & Co., Chicago Retail Lumber Dealers Ass'n, Steger Phonograph, Juergens & Andersen, Apex Washing Machines, Algoma Panel Co., R & V Knight Motor Cars, Butler Paper Co., De Luxe Bed Springs, Maple Flooring Mfrs. Ass'n, Wm. Penn 5c Cigar, Peabody Coal Co., Thos. E. Wilson & Co., Scott's Mineralava and many others.

* * *

Because of our success and the high quality of customers we serve we have the pick of the cream of the best advertising writers, illustrators and merchandisers.

We add the best of these men and women to our organization as we grow. Most of the men—at least the first ten in our organization—have worked together successfully for 12 years or more. They have all had long and

varied experience in advertising-sales promotion and merchandising—there is hardly a question in any business that our long years in advertising service has not touched.

Every member of our organization from office boy to president has done more and better work during the past two years than ever before.

Team work counts in the success of any organization—just as it contributes largely to the success of any sales and advertising campaign. We know how to work for and with the Advertising and the Sales Departments.

We have never made a failure in 23 years where our advice and experience have been followed.

Returning to Babson—he further says:

"This means that clients now can proceed safely to put into operation their plans for development! The conservative and cautious policy which has served you so well during the past two years can now be reversed to one of more aggressive action."

Again on August 15th Mr. Babson writes:

"The rise in stock prices has brought large profits to holders and tends for better business. The most important point to business, however, is that the amount of available credit has been increased and the cost of new financing is no longer prohibitive.

In a way all of the conditions above named are fundamental. They represent the result of two years of readjustment. They form the basis upon which a real improvement in business will be built. **To merchants and manufacturers this means that the time has come for aggressive action. To holders of stocks and**

bonds it means that still higher prices will be seen. We are now on the upward side of the business cycle. Let's go!"

ROGER W. BABSON

We believe in studying Babson's reports. They are very helpful to any manufacturing or advertising man. We use every known means to find out if we are right before we go ahead!

We want to get in touch with advertisers who feel the same way or those who need the advice and service of an optimistic high-grade advertising institution.

Because of the very close way in which we work with our customers—in most cases our services are exclusive. We are looking for an Evaporated Milk account, a Breakfast Food account, a Toilet or Bath Soap, a Tooth Paste, a low and a high priced Automobile account, a good Clothing and Shoe or Hosiery account, Women's Wear account, a Paint and Varnish or Cement account, Agricultural Implements or a Tractor.

We have had years of experience in sales, merchandising and advertising accounts such as mentioned above and really have a very unusual localized, national and international service to offer to manufacturers of products named above.

A telephone message or a letter to us will lead to a meeting in your office or ours. Preferably "ours" because we can then show you why our service is really different and why you should become a customer of ours—we will let our work during the past 6 years in New York and 23 years in Chicago prove our case for us.

May we hear from you?

WM. H. RANKIN Company

Established 1899

180 North Wabash Ave., Chicago

One West 37th Street, New York

National and International Advertising

AKRON TORONTO SAN FRANCISCO WASHINGTON LONDON

Associated with Charles F. Higham, Ltd., London

THE Big Broad Idea behind the "Service First" Policy of this organization is to have in mind the welfare of its clients in every way—first last and all the time



McCutcheon-Gerson
Service

ADVERTISING

64 West Randolph Street, Chicago

21 Park Row, New York

similar general qualifications, even without the linguistic ability, would have been received most cordially where the native-born European was met with instant and final rebuffs.

The second example is that of a salesman sent to Europe by an American grain exporter. This man was the son of a high official in a central European country. Yet his efforts were futile and his services worthless. He did not know the old conservative business firms. The possession of money affected his character, and he plunged into reckless living. Before the American firm could stop him he had exhausted a large letter of credit and drawn checks to the amount of \$4,000. He accomplished nothing in a business way, and, like the previous case, he left a wake of contempt and antipathy toward American business in general which has directly affected our trade in those sections.

Foreign business men will make allowances for out-and-out Americans that they will not make for natives of their own countries. In general, they have a definite and correct idea as to what a typical American is, and they like to be approached by such typical Americans on business matters.

THE "SALES INSTINCT"

Efficient salesmanship is, naturally, a vital requirement, distinctly more important than proficiency in foreign languages. The traveling representative must be a salesman by nature, with the "sales instinct." This is a point on which a manufacturer can easily assure himself either by demanding references on previous sales experience or by giving a man an opportunity to demonstrate his ability in some nearby territory. As was indicated above, domestic sales ability does not always insure success abroad, but the lack of it obviously makes the appointment of such an inexperienced representative a highly speculative enterprise and not justifiable from the standpoint of a business investment.

The representative for foreign service should have a well-balanced comprehension of sales problems and a psychological understanding of the buyer's position. He should not be a mere "order taker."

DESIRABILITY OF PRELIMINARY TRAINING

Certain experienced export houses advocate the policy of taking a man into the home office and training him in company policies and organization for at least two years before he is sent abroad. Such an apprenticeship provides another important asset—enthusiastic loyalty. A thorough course in the company's plant is also regarded as desirable by many, so that the prospective traveling salesman may be entirely familiar with the product and the possibilities of adapting it to meet new demands. If the salesman does not understand his particular line of merchandise, its technical nomenclature, raw materials, etc., his lack of knowledge becomes evident as soon as he meets an experienced buyer; in such a case, the confidence of the purchaser is shaken.

Not long ago one of the highest-priced makes of American automobiles was being represented in South America by a traveling patent-medicine salesman, whose sole qualification for the position was his knowledge of Spanish and of "the customs of the people." He made this company ridiculous in the eyes of scores of shrewd Latin American business executives who put the incident down as "just one more example of Yankee stupidity." Precisely the same mistake was made by a leading revolver concern, which sent out as its South American salesman an accomplished linguist, the son of a missionary born and brought up abroad, who had spent two weeks in the factory in Connecticut and had not even a "speaking acquaintance" with the mechanism of his samples.

It is nothing less than ridiculous for a steel company to send to Europe a man who does not

possess a fundamental knowledge of the steel business and whose only asset is a long detail in Europe with the Army or with an American charitable organization. It is far more absurd and more expensive than it would be for the same corporation to make him its district manager in Detroit or Chicago. In this country he can at least get in touch with the home office by long-distance telephone if he is in trouble. But when he is abroad this is impossible.

HOW THE DEPARTMENT OF COMMERCE CAN HELP

A preliminary knowledge of the peculiar characteristics and conditions in the country to be visited will contribute very greatly to the success of the salesman. Just before he sails he should supplement this preliminary information with the latest data available in the Department of Commerce. Without basic market information of this sort he will have difficulty in judging the possibilities of sales development and may waste his efforts trying to place goods where there are no prospects of adequate return for the money spent in cultivating the field. But, as already indicated, the possession of such general knowledge of foreign conditions should not be the sole determining factor in the selection of a traveling representative.

With respect to the salesman's ability to speak the languages of the countries he is to visit, there is a general agreement that such knowledge is very desirable, but the instances cited above confirm the opinion of some experienced exporters who are inclined to believe that its importance is over-emphasized and that it should often be considered subordinate to the possession of other qualifications. It is unquestionably important, but not so much so as character, salesmanship, knowledge of the company's product and policies, and thoroughgoing Americanism. It may be noted, by the way, that observers of the Department of Commerce and

others have discerned a marked improvement in recent years in the linguistic ability of American traveling salesmen abroad.

Accuracy and exactness are especially essential in an oversea salesman; any deficiencies in these respects will mean serious losses of time, disagreements, canceled orders—and another blot on America's trade reputation. After an order is taken it is very necessary that it should be written up explicitly as regards terms and method of packing and that accurate information regarding the customer and his standing should be given. It is possible for a serious disagreement to arise between the manufacturer and a customer if the former does not fully understand the instructions that he received from the salesman who made definite promises to the customer. A very large percentage of the commercial disputes coming to the attention of the foreign offices of this Department arise from hastily written orders and careless statements of terms, delivery arrangements, etc., in the documents drawn up by the salesman.

Close supervision over the traveling agent's activities is one of the best methods of obviating difficulties. The home office should keep in close touch with him, by correspondence and otherwise, and should consistently direct and aid him. It is obviously wrong for a man to be without direction from his company for months while he is traveling in a foreign field. This is one of the commonest causes of difficulty with American oversea selling.

Another prevalent fault is the curtailment of the time to be spent abroad by the salesman. This point deserves careful consideration, because an unduly hurried trip, especially if it is an inaugural effort, results in inaccurate estimates of market possibilities, hasty connections, and other wasteful errors. "Hurry - up workers" sent out "just to get an idea of the field" have been responsible, in some instances, for serious mistakes in policy

"Dear Mr Johns

**Chamber of Commerce
of the
United States of America**

Hills Building

Washington, D. C.

September Fifth.

Dear Mr. Johns:

Is your client's advertising attack intensified as it enters the business market or does it thin out and disintegrate. Does it strike with more concentrated force when it reaches this most important of all buying groups or does it weaken and break before the resistance set up there.

Magazines of fine versatile editorial appeal have built up great mass audiences, which audiences include practically the entire reading public. But their particular hold on any small section of that mass audience is correspondingly slight and when it comes to the substantial executive, he is present in the audience - frankly recognising it as a mass appeal - with his interest only casual.

What then can an advertiser do who sees his advertisement spreading over a mass of people, but who knows that his advertisement is directed at just those men in the great mass that he wants most certainly on his side. How can he press his sales message through at the top where the mass publication's approach begins to taper off. How can he get an extra showing before exactly the men in the large audience, whom he wants to sell more certainly than all the rest.

To hold the interest of the responsible executives of the country is no small undertaking for any magazine. It cannot be done by writing down to mass interest. It cannot be done by articles of trumped up interest. It can only be done by talking in a straightforward matter-of-fact way about things of prime importance to business and it must be done by business men who know.

The Nation's Business - owned and published by the United States Chamber of Commerce - is made by business men for business men and goes exclusively to business men. It holds the interest of over 75,000 leaders in the business market. Don't leave your attack on this part of the line unsupported. Make your showing before everybody, if you will, but make it thicker in the field where you want to do the most business. You can afford an extra showing in your richest market. Add the bull's eye directness of the Nation's Business to the finest market for sales in the entire country.

Very truly yours,

Victor H. Hixson
Director of Advertising

THE NATION'S BUSINESS.

Mr. Wm. E. Johns,
George Betten Company,
New York, N. Y.

Number Four of a Series

and oversights of opportunities.

An important criticism that may be offered with respect to the position of the traveling agent is the lack of continuity of employment. It seems difficult for some American concerns to retain the services of a first-class export man. Better offers from other firms constitute a great temptation, and the result is that many do not have the advantage of employing the same salesman in the same territory for a number of years. It is of the utmost importance that the connections of an export house established by foreign representatives be maintained, and this can best be done by sending out the same agent year after year. It is, quite evidently, a waste of effort to change personnel too often. The first trip must necessarily be one of education more than of definite results in the way of orders. In this connection most American firms have made serious mistakes and, because of their change of personnel, have found that their competitors have taken away a great deal of their trade.

Many firms have been disposed to change their salesman if on the first trip he has not made a great success. This has injured them greatly in the eyes of their customers, who are inclined, for this reason, to withhold absolute confidence from such a house. Even though a first trip does not result in a deluge of orders, manufacturers should be just as careful before dispensing with a salesman's services as they are in employing him. They should ascertain whether his success was less than could reasonably be expected.

BWARE OF FALSE ECONOMY

Furthermore, to obtain the best results, the traveling representative should be paid a good salary, so that he may be contented and comfortable. Cutting down expenses by reducing the income of the man abroad is false economy. First cost as regards salary has been the chief consideration of many firms, with the frequent result that in the end they have paid dearly for their experiment. There

should be generous travel allowances, since entertaining is essential in many regions of the world.

It is necessary to supply each traveling agent with a power of attorney clearly defining the scope of his activities—a little more limited as to authority in the case of a new and untried man, a little broader in the case of a man with experience and enjoying the thorough confidence of his principals, if he proceeds to a country where he may be called upon to render quick decisions and to settle disputes.

In a great many countries the power to give a receipt for moneys is not included in the general power of attorney and will not be implied. It must be specifically named. The power of attorney must also contain indications as to how and under what circumstances it may be revoked. Unscrupulous agents have occasionally bound their principals because of an improperly worded power of attorney. The "power" should be prepared by a lawyer.

The Department of Commerce is giving considerable attention to measures to facilitate the work of American salesmen abroad, particularly in the Latin American countries. A bill is now before Congress to give effect to the uniform commercial-travelers treaty, which has already been ratified with seven of the Latin American Republics, by the terms of which commercial travelers of one country will be able to operate in the territory of another simply upon the payment of a single fee and the obtaining of a license which is valid throughout the whole country. The customs formalities on the entrance of travelers' samples are to be simplified, samples without value to be admitted free of all duty.

The Department of Commerce will issue to American travelers the certificates of identification called for by the convention, and it realizes the implied responsibility of promoting the selection of proper American salesmen to represent American business in foreign countries.

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make them pay extra
for being pleased.



J. M. BUNDSCHO
Advertising Typographer

58 EAST WASHINGTON
CHICAGO

HERE TYPE CAN SERVE YOU

ARTISTS — ARCHITECTS — DESIGNERS — DRAFTSMEN

\$1200

in PRIZES for CLOCK CASE DESIGNS



THE Cloister Clock Corporation, of Buffalo, New York, believes that the art of clock designing has failed to keep pace with the general advance in decorative and commercial art. Beautiful clocks of the early American clock makers, such as Willard, Eli Terry and others, still stand, after more than a century, as the finest examples of clock case design.

Strangely enough, the field of clock case designing appears to have been overlooked entirely. To awaken interest in this most inviting field of design, the Cloister Clock Corporation announces a competition, divided into three classes, for prizes to the total amount of twelve hundred dollars, for the best clock case designs submitted in accordance with the conditions outlined below.

THE PRIZES INCLUDE *three first prizes of \$250.00 each, three second prizes of \$100.00 each, three third prizes of \$50.00 each, and nine Honorable Mentions. Each class is to be judged without regard to the other classes, and a contestant may win more than one prize. The contest closes 5 P. M., Oct. 23d, 1922.*

A JURY OF AWARD CONSISTS OF

Mr. Richard F. Bach, *Associate in Industrial Art, Metropolitan Museum of Art, New York.*

Mr. Charles Dana Gibson, *New York.*

Mr. Albert M. Kohn, *of the firm of Theodore A. Kohn & Son, Jewellers, 321 Fifth Avenue, New York.*

Mr. C. Matlack Price, *Editor and Art Critic, New York.*

Mr. Russell F. Whitehead, *Secretary of the Architectural League, New York.*

CONTEST CONDITIONS

The competition is open to everyone. A contestant may submit any number of designs. The purpose of the donors of the prizes is to stimulate interest in the designing of artistic clock cases and to secure clock case designs which will surpass in beauty and artistic merit any heretofore produced in this country or Europe. It is required to show a rendered perspective of the clock, in pen and ink, or pencil, or both. Working drawings to scale must appear on the same sheet. Specifications as to materials, color, inlay, paneling, moulding, beading, veneer, etc., should be indicated by key, and explained in the lower left-hand corner of the sheet. At the top should be shown the class in which the design is entered. The name and address of the competitor must appear plainly on the back of each sheet. The size of the sheet must be 18" by 22". Designs should not be mounted nor framed. Designs for entry in this competition must be securely packed, addressed "Clock Design Competition, care of Cloister Clock Corporation, Room 1340, 200 Fifth Avenue, New York, N. Y.," and must be postmarked or delivered at that address by 5 P. M., Monday, October 23d. All designs failing to win a prize will be returned, postpaid, and every care will be used in the handling of designs, but contestants must assume all risk of loss or damage. All prize-winning designs shall become the property of the Cloister Clock Corporation, which shall have the right also to purchase at a fair price any designs failing to win a prize. The judgment of the designs submitted will take place as soon as possible after October 23d and the winners will be notified promptly. The names of the prize winners will also be published in this magazine. Judgment is to be made on the basis of the beauty, originality and practicability of the design considered as a clock. In case of a tie, the full amount of the prize shall be awarded to each contestant. The judges shall refuse to consider any designs which do not conform entirely to the conditions of this competition.

PRIZES



CLASS A—Two hundred fifty dollars, one hundred dollars, and fifty dollars for the three best designs for an upright mantel clock case of wood, conforming more or less to the proportions of diagram.



CLASS B—Two hundred fifty dollars, one hundred dollars, and fifty dollars for the three best designs for a mantel clock case of wood, conforming more or less to the proportions of diagram.



CLASS C—Two hundred fifty dollars, one hundred dollars, and fifty dollars for the three best designs for an upright mantel clock case of glass and metal, conforming more or less to the proportions of diagram.

The minimum inside dimensions allowed by each design must be, height 7½", width 4", depth 4". Each design must include dial and hands, and also the name Cloister, for reproduction on the dial. The diagrams are intended only to give the roughest possible idea of the general proportions included in each class.

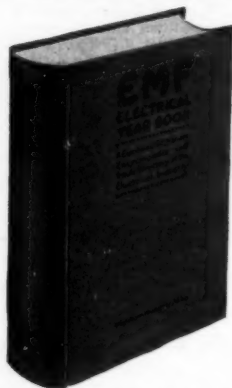
CLOISTER CLOCK CORPORATION

Buffalo, N. Y.

Announcing
E M F Electrical Year Book

(Second Edition)

Ready for Distribution January, 1923



This remarkable book, completely revised and enlarged, is the only annual serving the Five Billion Dollar electrical industry.

The E M F ELECTRICAL YEAR BOOK has become indispensable as a daily reference volume to over 8,500 of the largest purchasers of electrical supplies and equipment of all kinds.

Millions of dollars will be spent for electrical products during 1923. Electric utility companies, industrial plants using extensive electrical equipment, electrical jobbers, retailers, etc., who represent the bulk of this tremendous purchasing power have formed the habit of referring to the E M F for their buying information.

Advertising in the E M F ELECTRICAL YEAR BOOK working every day in the year will effectively insure the attention of these big purchasers at the important moment when they are in the market.

We will be glad to submit definite suggestions regarding classified advertising of your products.

ELECTRICAL TRADE PUBLISHING CO.

53 W. Jackson Blvd., Chicago, Ill.

NEW YORK
280 Madison Ave.

CLEVELAND
4300 Euclid Ave.

Also Publisher of *THE JOBBER'S SALESMAN*.

How a City Bank Was Trade Marked through Advertising

Detroit Institution Removes Restraint and Diffidence from Customers by Campaign of Friendliness

WHEN a person steps into the Bank of Detroit he sees beautiful banking plant with all the regulation marble, mahogany and bronze trimming. He discovers that the institution has the same smell as other large ones of its type—that indefinable, and to most of us tantalizing, odor of

paper money in quantity. But what really attracts his attention are signs and other printed matter declaring this is "The Friendly Bank." On the cages are hung reprints of quarter-page newspaper advertisements, which probably appeared a few days previously, setting forth the advantages of friendship and its application to the cold matter of fact business of finance.

The people of Detroit seldom refer to this bank by its proper name. It is known and spoken of as "The Friendly Bank" and all on account of a happy advertising inspiration conceived by its officials as a means of placing it before the people in a way that would be decidedly different.

Since the establishment of the bank six years ago there has been a constant effort to give it an identity all of its own. At length the officials decided the friendliness would be the theme of their effort.

A newspaper campaign was laid out which discussed friendship in its various phases. The series

started by taking a journey far back into history, the first advertisement telling how it was friendly co-operation on the part of Queen Isabella that enabled Columbus to start on the voyage resulting in America's discovery. There is a picture in the advertisement showing Columbus



5401 Chene St.
5601 Grand River Ave.
6401 Hamilton Blvd.
8181 W. Jefferson Ave.
7903 Fernside Ave.
5330 Russell St.
6001 Michigan Ave.
7164 Michigan Ave.
7903 West Fort St.
6247 Dix Ave.
6170 Gratiot Ave.
1204 Westminster Ave.
2705 Hastings St.
12508 E. Jefferson Ave.
2619 Woodford Ave.

History Proves the Value of Friendship

Friendship has been one of the greatest factors in important achievements the world has ever known. An outstanding instance of that is the friendship of Queen Isabella, of Spain, for Christopher Columbus.

Small wonder then, that with history recording the value of friendship, that the broad-visioned founders of the Bank of Detroit built this institution upon the foundation of friendship.

It will not be long before the day—no, short years later—the World of Disease will be an impossible place to live.

And as all its steady growth the bank always has been known as a friendly bank. Even our officers and employees

The real value of this policy is proven by scores of Detroit people who come here daily to talk over their personal and private affairs with our confidential, non-party officers. Moreover, they come often to discuss their business and financial

For instance, one caller may ask advice in locating a home, another requests suggestions regarding more work at hand he has been advised to buy, perhaps another seeks out help in financing a business.

And we are glad to know that it is an aspect of friendly relationships that brings them to us for counsel and assistance. It is this desire to be of service to the people of Detroit that has enabled us to build a channel of friendship as well as a channel of commerce.

Naturally this aspect of broadness is not realized in the main body, it is apparent in every one of our 14 consecutive

Know for yourself that Transflexion, help
business and good will can be an integral part
of a successful, well rounded business plan.

BANK OF DETROIT

CALLING UPON HISTORY TO PROVE THE VALUE OF FRIENDSHIP

in the act of pleading his cause before the Spanish Queen. It then declared that friendship has been one of the greatest factors in the important achievements of history. This being so, it was only natural that the founders of the Bank of Detroit should erect that

A. N. P. A. Urges 10% Cu

This was done at a recent joint meeting of the Board of Directors and the Paper Committee.

Suggestions for saving at least 10% are offered A.N.P.A. members but *unfortunately for them the easiest and best way to save print paper without reducing the number of pages or eliminating features, etc., is not included in the recommendations.*

If the directors and paper committee of the A.N.P.A. fear higher prices for print paper unless consumption is immediately curtailed at least 10%, why should they refrain from pointing out to members that the adoption of the *Wood Dry Mat* permits of saving anywhere from 2% to 6% of paper *without reducing number of pages or eliminating matter that holds readers, increases circulation and therefore brings in advertising.*

More than 300 daily newspapers are already effecting an enormous saving in newsprint by using *Wood Dry Mats*, and this saving can be

WOOD FLONG CO

25 Madison Avenue, NE

0% Cut in Use of Paper

made in no other way. In other words, it is a clean saving over and above any made by curtailment of pages and matter.

The *Wood Dry Mat* can be quickly installed without upsetting the work of any department and at a cost of but a few dollars for equipment. Good printing, the saving of fuel (by the way, doesn't the coal situation interest you?), valuable time, and elimination of much physical labor in the foundry are all *profit* to be added to the 2% to 6% you will save in paper.

If the *Wood Dry Mat* with sane column widths and margins will permit you to print on 18 pages the same matter you now require 20 pages for, and print it better, cheaper and quicker, the 10% is immediately saved and without damaging your property.

The *Wood Dry Mat* is ready for the largest metropolitan newspapers; no matter how many printing plates are required.

NG CORPORATION
NEW YORK

institution upon the foundation of friendship.

The next presentation of the newspaper series is entitled "The Power of Friendliness." By picture and text it tells how William Penn, through friendship alone, made a verbal treaty with the Indians of Pennsylvania in 1682 that was never broken.

"Real friendliness and confidence

call him "John R." Hence the unique name of the street which make visitors to Detroit wonder. Eventually the advertisements will tell briefly the life stories of present leading citizens of Detroit and tell about the effect of friendliness in these lives.

The newspaper series is backed up by a series of car cards which are changed every week.

HOW THE BANK MAKES SUCCESSFUL USE OF CAR CARDS



such as this are ruling factors in our bank," the advertisement says. "Could you look behind the scenes here you would better understand this genuine friendliness. The officers and employees are chosen not only for their ability but for their adaptability as well as their real and honest desire to be of service to you."

The object is to work the series along through a succession of historical characters and events down to people and happenings of the present day. After a sufficient general historical foundation has been laid events in the early history of Detroit will be brought out as showing the value of friendliness. Some of the founders of the city will be made the subject of advertisements. Events such as the naming of one of the city's principal thoroughfares which is known as John R. street will be discussed. This street was named after one of the early mayors of the city. The mayor was such a friendly character that everybody speaking to or about him would

To give these a different kind of appeal in pressing the claims of The Friendly Bank an advertising character known as "Long Green" was created. Each card has a picture of the whimsical Mr. Green with some philosophical quotation from him to correspond. A recent car card depicts him as being pushed along the board walk in Atlantic City and as saying "It is not hard labor to enjoy a vacation if your bank account is on the job." Another shows him walking in the rain and saying "A bank account, like an umbrella on a rainy day, is a good thing to have."

The car cards as they appear are also displayed in the bank and its fifteen neighborhood branches—"15 Friendly Branches" they are called. Every newspaper advertisement is reprinted on cardboard and displayed the same way.

John Merker, who has been with the *Nassau County News*, Mineola, N. Y., has gone to Charlotte, N. C., where he will be connected as a copy writer with the Walton Advertising Agency.



THE ETHRIDGE COMPANY
is an organization of highly-
trained specialists in the pro-
duction of illustrations for
advertising purposes. A pioneer
in this important field, we have
long been identified with careful,
conscientious, speedily-executed
campaigns of national impor-
tance, and our studios are sup-
plied with the talent and the
initiative to handle any problem
that may arise.

"The Best
in advertising
illustration"

ETHRIDGE

NEW YORK
25 E. 26th St.

CHICAGO
203 So. Dearborn St.



The Answer to Pepsodent's Test of Printers' Ink



A Delightful Test To bring you prettier teeth

This offers you a ten-day test which will be a revelation to you. It will show you the way to whiter, cleaner, safer teeth.

Billions of people of every family name now employ this method. Leading dentists everywhere advise it. You should have such teeth it comes to you and yours.

Clouded by a film
Your teeth are clouded more

Pepsodent
THE NEW-DAY DENTIFRICE

Endorsed by modern authorities and now advised by leading dentists nearly all the world over. All druggists supply the large tubes.

or less by film. The tooth film is vicious — you can feel it with your tongue. It clings to teeth, causes cavities and decay. Old methods of brushing leave much of this film intact. The film absorbs stains, so the teeth look discolored. Film is the basis of tartar.

How it ruins teeth
That film holds food and stains which ferment and

ferme acids. It holds the acids in contact with the teeth to cause decay.

Millions of people turned to it. They, with tartar, are the chief cause of periodontitis. So most tooth troubles are now traced to that film, and they are almost universal.

How we combat it

Dental scientists, after long research, have found two film combatants. Many useful tests have proved their efficiency. Leading dentists everywhere urge their daily use.

A ten-day tooth paste has been created, called Pepsodent. It combats with modern reputation. And these two great film combatants are combined in it.

Two other effects

Pepsodent brings two other effects which nothing else does elsewhere. It multiplies the strength dependent in the saliva.

It multiplies the salubility of the saliva. That is Nature's secret for teeth which never decay.

Send the coupon for a 10-Day Tube and watch these effects for a while. Show how clean the teeth feel after using. Show the absence of the vicious film. See how teeth shine as film is removed.

Then judge the benefits by what you see and feel. You will be amazed.

10-Day Tube Free

THE PEPSODENT COMPANY
Dept. 115, 1114 S. Wabash Ave., Chicago, Ill.
Mail 10-Day Tube of Pepsodent to:

.....
.....
.....

..... ONLY ONE TUBE TO A FAMILY

Significant articles describing the advertising and sale of dentifrices appeared in these issues of **PRINTERS' INK**: "How Pepsodent Paved the Way for Consumer Advertising" (Weekly), March 1,

1917; "Why Pyorrhoea Is Advertised with the Dentists' Okay" (Weekly), October 3, 1918; "Must a New Competitive Leader Have Dramatic Talking Points?" (Weekly), December 1, 1921.

The following officials of
The Pepsodent Company
are readers of either
Printers' Ink or Printers'
Ink Monthly, or both, as
indicated:*

Name	Title	Weekly	Monthly
K. G. Smith	Vice President	Yes	Yes
H. P. Roberts	Adv. Manager	"	"
V. D. Ely	Asst. Adv. Mgr.	"	"
W. E. Hausheer	Export Manager	"	"
L. C. Scherer	Asst. Export Mgr.	"	"
L. C. Hoffman	Office Manager	"	"
W. S. Thompson	Asst. Treasurer	"	"
F. C. Boggess	Purchasing Agt.	"	"
H. B. Judd	Traffic Manager	"	"
R. E. Spline	Manager Dental and Sales	"	"
E. A. Lawton	Asst. Mgr. Dental and Sales	"	"
H. P. Best	Auditor	"	"
H. R. Franke	Asst. Pur. Agt.	"	"

* Information furnished by
The Pepsodent Company.

THE PRINTERS' INK PUBLICATIONS

PRINTERS' INK

The Weekly Journal of Advertising
Established 1888 by GEORGE P. ROWELL

PRINTERS' INK MONTHLY

An Illustrated Magazine of Advertising, Sales and Marketing

185 Madison Avenue, Corner of 34th Street, New York



ERWIN, WASEY & COMPANY
Advertising

NEW YORK

CHICAGO

LONDON

One of the things that
has helped us to do good
work is that combined
with our confidence in
our own opinions is a
decent respect for yours

We have complete advertising organizations in both
London and Paris, for the service of clients doing
business in the United Kingdom or on the Continent

Visualize the Buyer as a Salesman!

The Picture the Salesman Carries in His Mind Has a Whole Lot to Do with His Sales Quota

By A. C. Monagle

Sales Manager, Runkel Bros., Inc.

EVERY salesman who thinks of his prospect only as a buyer of what he has to sell is limiting his own sales. He is building barriers around his possible growth. For the buyer always has the word "no" near the top of his list of words. He is bound to think negatively—the seller has to have imagination and go beyond the narrow horizon of the "no" mind. To see what those general statements mean, let us compare the cases of two salesmen, Kiernan, who sells soap to grocers, and Heller, who is calling on furniture and department stores to sell kitchen cabinets. I am going to be a bit unfair to Kiernan. He isn't quite as bad as I paint him, but he is a type prevalent in many lines. He is out with a sample case and an order book. He calls on the regular trade in towns he's covered time and time again. He knows how much Oleson, Jones and Peters, and all the other grocers, have bought from him over a period of years. He knows all the various sales approaches. He's not a dumb-bell,—and yet when any one of his customers convinces him he is well stocked on soap, that he doesn't need any this trip, and that he will probably "be in the market" in a few months,—Kiernan either argues with him with bulldog pertinacity or takes his answer as final. He is considering his prospect as a buyer, and so he is limiting his prospect's imagination.

But there is no limit to a seller's imagination as Heller, our other example, is proving over and over again. He is classified as a salesman just as Kiernan is. He smokes the same cigars, wears the same kind of clothes, perhaps belongs to the same lodge. But when he goes on a selling trip he carries a different picture of his

customer in his mind, and it makes a big difference in the way he works.

Heller is selling kitchen cabinets. He is sent out from the home office with the idea of talking with his prospects in terms of sales possibilities instead of making him buy. He drops in, as he did, one day last November, during the depth of the business depression to call on his old friend Johnson, who is a well-known furniture dealer. Johnson is busy in the back of the store. When Heller finally gets to him he says, "Oh, yes, kitchen cabinets. Well, believe me, I don't want any right now."

"You mean you don't want to buy any today or you don't want to sell any today?" asked Heller.

More firmly than before Johnson says, "Believe me, I don't want to buy any today nor tomorrow, nor for a long while to come."

THE POINT AT WHICH THE DIFFERENCE IS APPARENT

"That's all right," replied Heller, "I'm not here to try to sell you any, I'm here to sell some for you."

"Great stuff," says Johnson, "You can get busy right away. I have a dozen on hand. I haven't sold one in six weeks, and it doesn't look as if I was going to sell any for six weeks to come. If anyone is overstocked on kitchen cabinets right now, it's me. They're using up good storage room, and they're not doing me a doggone bit of good here in the store. I'm not crazy enough to order some more when I can't get rid of what I have."

Heller says, "It may seem queer to you, Mr. Johnson, but the reason you haven't been able to sell kitchen cabinets is that you haven't got enough on hand. Twelve is

entirely too small a number for a store of your standing in a city as big as this."

"Listen, young man," says Johnson, "that sounds great. But you know the conditions in my town now. Everybody's out of work. The factories are closed down. People can't buy without wages, and nobody's getting any wages."

"That so? Are the policemen out of work? How about the mail-carriers?" says Heller, following up his advantage. "Has the Government decided not to have them carry any more mail? I see the trolley cars are still running on Main Street. They don't seem to have laid off all the conductors or motormen. I just passed a barber shop down here. There were four barbers working, and the department store clerks still seem to be filling orders. I see the milkmen are still delivering milk and the bakers are still baking bread."

After more conversation along the same line, Johnson is willing to admit that everybody in the city is not out of work. "As a matter of fact, Mr. Johnson, isn't it true that not over 2 per cent of the people in your town are actually out of work at the present time? It is surely not the best business in the world to adopt your entire merchandising policy to the 2 or 3 per cent who are out of work, and to let the 97 per cent or 98 per cent who are still working and buying go by default. I had a little talk with the barber who cut my hair a little while ago. He's a man who is making \$24 a week, on an average. He's married and has a home. I know that he is in the market, but I know why he hasn't bought one of your kitchen cabinets. You haven't sold him,—that's the answer. You've been charging \$60 for a cabinet. That's too much for this man I talked to. Let's you and I go to that barber and tell him it will cost him only one dollar instead of \$60 to get a kitchen cabinet in his home, and that he can pay a dollar a week from then on."

Johnson allowed that he had

never sold kitchen cabinets on any such basis, and didn't see why he should start now. "All right," says Heller, "I'll sell the twelve for you."

Together they go over to the "Daily Breeze," and Heller slaps in an advertisement offering kitchen cabinets at a dollar down and a dollar a week. The copy is definitely directed at the class lower down in the scale than Johnson has been trying to sell. He directs one piece of copy to his friend the barber without mentioning him by name, and so on down the line for a series. He doesn't stop there. He goes back to the store and drags a kitchen cabinet out on the sidewalk and gives a lecture on its advantages as the people go by. He delivers a talk to the clerks in Johnson's store, he nails everybody who comes in and tries to sell them a kitchen cabinet. The result is that the whole twelve are sold the next morning before noon.

This isn't fiction; it is an actual incident. It is a safe bet then that Heller doesn't have to talk about buying kitchen cabinets. He takes the other tack entirely. He says, "Now you'll sell a carload easy." He doesn't say, "Now that I've demonstrated that you can sell, why don't you buy a carload." He sticks to the selling idea all the time, using the word sell, sell, sell—never the word buy. But Johnson isn't quite convinced yet. "How do you ever expect me to sell a carload?"

"How?" says Heller. "You've just seen how. Didn't we sell twelve this morning before noon. That's twelve prospects that have been sold. This city of yours has 11,000 population. By your own admission only 2 per cent of them are out of work. There are 2,000 good homes in your city. They are prospects for kitchen cabinets. You haven't sold over 100 since you've been in business here, and as I have checked it up, your competitors, all of them, haven't sold over 250 all together. That leaves 1,650 homes to be covered. What do you mean, you can't sell a carload? It's easy pickings,

THE
Evening Herald
in Los Angeles

That's Enough

It covers the field completely

REPRESENTATIVES

New York
H. W. MOLONEY
604 Times Bldg.

Chicago
G. LOGAN PAYNE CO.
432 Marquette Bldg.

Sept. 7, 1922

"More than a Newspaper"

Los Angeles

Chicago

New York

London

LORD & THOMAS

Advertising

366 Madison Ave
New York.

JULY 24, 1922.

The Tribune,
Sioux City, Ia.

Attention - Advertising Manager.

Dear Sir:

It is with keen appreciation that I write to tell you of the good things that I hear of your reception of Mr. Davies when he was in your city. We think you are real people out there and we sincerely trust that we can do something in reciprocation.

Again thanking you for all your kindness,
we are

Yours very truly,
LORD & THOMAS

W. Hamilton
W. Hamilton.

Letters like this, which is one of many, account for the pride we take in our slogan "More Than A Newspaper".

This is also the reason why advertisers use more space in The Tribune's six day edition than it's seven day competitor.

Through all transactions we never neglect the human touch, which makes all business really worth while.

The Sioux City Tribune

Williams, Lawrence & Cresmer Company
REPRESENTATIVES

New York

San Francisco

Chicago

Los Angeles

"More than a Newspaper"

right out there before your eyes." A little more talk along the same line, a little help on advertising and sales ideas and Johnson says, "By gosh! I think I can sell a carload." That's the first time Heller has made him think about buying. He gets the kitchen cabinets there for Johnson to sell, and Johnson sells a carload. This actually happened at many a furniture store right in the midst of the industrial depression, and put the company whose salesman visualized the prospect as a seller over the top, at a time when most people said nothing could be sold. Actual sales demonstrations on the spot made an appeal to the seller's imagination, widened his horizon and made him want to get the product there, so he could hurry out and sell it before his competitor beat him to it. It is a totally different method of selling than asking him whether he doesn't need some kitchen cabinets or adding machines or automobile tires.

Heller has talked and acted as one salesman to another. He has visualized his prospect as a salesman, not as a buyer, and he is building sales for himself and for his customers on a solid, substantial basis. There are a lot of men of Heller's type, and whether they know it or not, they are visualizing themselves as sales managers for their customers to whom they sell merchandise, which is to be resold to the final buyer. They have discovered a big truth which will help every salesman who sells a similar type of merchandise. If every salesman could be made to think of a simple formula it would help him a whole lot in his own business. There is always a limit, but instead of a limit defined by the buyer's mood or courage, let the limit be only that of the sales possibilities in the territory of the man upon whom he is calling. And that limit is like the horizon, because there is practically no limit to a seller's imagination, if it is broadened by practical help and advice.

There is one man selling scales who has long "made" a town on

a regular schedule, spending perhaps one of two days there.

Here is a new man who comes in from the outside and spends three months in that town talking to his prospects as one salesman to another, and visualizing as prospects for resale everybody who could use what he is selling if it were given to him as a Christmas present. It is an easy bet to pick the winner between these two men.

And when a salesman does decide to look upon himself as a sales manager for his customers, it not only increases his self-respect, but puts upon him an obligation he didn't feel when he felt that his job was to find out how much his buyer was in the market for at the time he called, instead of pointing out how much more sales and profit his prospect can make.

I am not trying to create the impression that all the salesman has to do is paint a glowing word picture of what wonders the owner of the retail store could accomplish if he worked harder, or that any mere description of the opportunity will suffice. The salesman must have concrete ideas to back up his new mental viewpoint, and if he is going to consider his prospect as a salesman he has got to be able to help him sell. But it will help him a lot to get these ideas if he thinks, talks and acts the phrase "more sales," and if the only limit he sets is the limit of the sales possibilities of the territory.

THE QUESTION OF DEALER HELPS

Let's see how the oft-discussed question of dealer helps would fare under this formula. How to get the salesman to use dealer helps to help him sell his prospects has always been a problem. Let us consider the salesman who is out acting and thinking in his own mind that he is a salesmanager for his prospects. He is talking to the dealer in terms of possible sales. The dealer helps with which he has been equipped may be a series of cook books showing new uses, a window display,

a series of newspaper advertisements for the dealer, or any one of the usual, or unusual, dealer helps. The salesman may be carrying a line of automobile tires. He may have worked out the sales possibilities of the town in terms of the number of automobiles, the condition of the tires of fifty cars of which he has made a personal examination, or in some one of many ways he will have worked out either a quota or an idea for bigger sales for the man upon whom he is calling. Then he comes in with his dealer helps. When he has got his prospect thinking in terms of more sales for himself, the dealer helps become a part of his prospect's own program, instead of a bunch of material sent out by the firm which may be used or may be placed carefully in a dark corner of the cellar.

Some man said that the success of an individual will usually be found to date from the time he stops asking favors and starts to grant them. That parallels in a certain degree what happens to a salesman when he changes his mental viewpoint in his calls on his prospect. He is there giving something, rather than asking for something, and his sales quota will show the difference if he uses judgment and imagination in his new mental attitude.

Jim Smith is selling brooms to grocery stores. He decides to change his mental attitude. The next time he comes in he is not thinking of the order he is going to get in terms of how many brooms that cash grocery has been buying over a period of years, but on the market in that town for brooms.

He talks to his customer in terms of the number of families who use brooms, or could use brooms in the town. He points out that by a special advertising drive and display, with efforts to focus attention of the many uses for brooms, that the article which now is selling in small amounts has possibilities for a big increase. He formerly talked on the quality of the straw, the weight of the

handle, the wear, the price. He knows all about brooms and he can talk technical details 'til the cows come home. On this trip he talks about Mrs. Davis and Mrs. Dalrymple, and Mrs. Broadlawn in the immediate neighborhood, and how many brooms they use and how many more uses could be pointed out to them for brooms.

The dealer who is buying the brooms, not for his own use, but to sell them to these very people, is bound to get thinking in terms of better sales for himself. He may not accept all the dealer helps or all the ideas which Jim gives him, but it naturally follows that the brooms which he has been sold will be displayed better than ever before, because the dealer is now thinking in terms of how to sell more brooms instead of how to buy them.

If a company is to get its salesmen to think in terms of "how to help their customers sell" instead of "how to make them buy,"—there is also a double sided obligation. If any man on the sales force is to think himself as a sales manager for the people on whom he calls, the sales manager of the company which sends him out must give his own men the kind of information they can in turn use on their local salesmen,—the people they used to call their local buyers.

The man who is sent out with only a sample case, a price list, an order book and an imperial ukase that he has got to increase his sale can't be expected to visualize his buyer as a salesman; but give a man all the information possible, give him some new selling ideas for his own salesmen, back him up when he evolves a new idea of his own, and both he and his customers will build bigger sales for the company.

Charles Gulden, Inc., Appoints H. A. Carroll

H. A. Carroll has been appointed vice-president of Charles Gulden, Inc., New York. "Gulden's Mustard." Mr. Carroll was formerly manager of the Eastern Advertising Sales Company, Inc., New York.



Buried Ingots

EVERY Newspaper and Magazine is a treasure-trove of Buried Ingots; "the very coinage of your brain"; golden messages, couched in a silvern speech, that somebody writes — and nobody reads. For, Advertising must tunnel into the Mind through the Eye. There is no other way. Our bull's-eye is the Eye. Our function is to make Good Typography make Good Copy make good.

PHILLIPS & WIENES

Typographers Who Prove It With Proofs

314 EAST 23rd STREET

NEW YORK



It is often said:

“A business is but
the lengthened shadow
of a man.”

When advertising
writing is better under-
stood, more of it will
reflect the fine charac-
ter and individuality of
the concerns behind
the products.

John O Powers Co

50 E 42nd St New York

Advertising

How Hoffman Made Peace between Gas Company and Plumber

Marketing Plan for Automatic Water Heater Ends Traditional Controversy Which Put a Drag on Selling

THE manufacturer of a household appliance calling for the use of gas or electricity often finds himself handicapped in gaining a market because of the often present controversy between public service companies and dealers. This is particularly the case if a gas company, for example, is given the exclusive handling of an article in a town.

The dealer's grievance grows out of the fact that the gas companies market certain appliances not for profit primarily but to increase the use of gas. It is to the gas company's interest to get every possible gas-burning appliance to work in the home. To do this it usually is willing to sell the appliances on a basis that is entirely beyond the reach of the average dealer. A gas company may sell a householder an appliance for say \$24. Sometimes it will install the article without charge and then collect for it at the rate of \$2 per month, adding that sum to the monthly gas bills. The average plumber or hardware dealer could not afford to sell on such easy terms, for one thing, even though he made his average percentage of profit on the deal. In any event he could not stay in business very long and make all installations without charge.

The consequence is that considerable bitterness has ensued over the marketing of advertised articles. While able to appreciate the gas company's purposes and viewpoint dealers have naturally been unable to reconcile these considerations with their own interests. In consequence the appliance market often is in a state of turmoil.

Plumbers fully recognize the value of advertised goods. Certain articles have become so well established in the public mind that people ask for them. But, when the purchase runs pretty well up

into money, the buyer is attracted by the favorable terms and the presumably free installations made by the gas company.

The Hoffman Heater Company of Lorain, O., after encountering this problem in the marketing of its water heater, decided there was no reason at all why the gas companies and dealers should not get together on an equitable basis and all concerned have equal rights and privileges. The company is putting into effect, city by city, a plan which seems to operate in a way to get gas companies and dealers squarely behind the product and thus increase the market through natural causes.

NO EXCLUSIVE REPRESENTATION

The first step in the plan is to deny exclusive representation in a town either to the gas company or any one dealer. Any reputable dealer in the town who is a desirable credit risk from the Hoffman standpoint has the privilege of handling the water heater. A co-operative advertising campaign then is run in local newspapers giving the names of all the dealers, including the gas company. And a plan has been made whereby the heaters can be sold on a deferred payment basis.

The co-operation of the gas companies was secured by the Hoffman company persuading them that their main interest—the selling of more gas—could be promoted through securing more dealers to handle the water heater. If all the dealers in town and the gas company boosted an article, it is only natural to suppose that more would be sold than would be the case when there was a free for all fight.

One essential was that the gas company should charge a fair price for installations and thus sell the water heater on the same basis as the dealers.

Since the plan has got into operation it is not an uncommon thing for the gas company to sell a water heater and then suggest to the purchaser that he call in a plumber to do the installing. Other gas companies have separated the appliance trade from the rest of their business, forcing it to sink or swim according to its business and profit-getting ability.

The net result is a steadily increasing business in Hoffman heaters and a lessening of complications.

A SELLING PLAN FOR DEALERS

The company has got behind the dealers with a complete selling plan, making them the beneficiaries of a carefully co-ordinated effort including national, local and direct-mail advertising. With the dealers and gas companies united, this is having the maximum effect.

The general advertising tells, in brief, the talking points of the Hoffman heater and contains coupons which calls for a volume known as "The Hot Water Service Book." When the prospect sends in the coupon properly signed, he immediately gets a copy of the book. Under another cover, he gets a letter and small folder including a postcard which he is asked to fill in and return supplying the company with information enabling it to recommend the model heater best suited for his needs.

The inquiry also is immediately referred to the dealer so that he can begin active solicitation on the prospect simultaneously with the mail campaign. Four other follow-up letters are sent before the prospective sale is given up as a bad job. With these go numerous pieces of sales producing literature.

When the sale is made—and many are consummated directly by the company in this way—the business, of course, is turned over to the dealer.

An interesting feature of the Hoffman plan is its insistence upon the use of live mailing lists. A plumber is hardly to be expected to have an expert knowledge of mail-

ing lists. To fill this need, the company sends some directions that are rather remarkable for their simplicity. The matter was thought over with the utmost care and it was decided that anything approaching a detailed explanation of mailing lists would make the dealer decide offhand it was too big a proposition for him to handle.

Accordingly the dealer was told in a simple way that the best kind of mailing list was one he could build up for himself by degrees. As a nucleus it was suggested that he at once get a list of all recent building permits issued and mail immediately the direct-mail campaign to be supplied by the company. This list would be increased from time to time through the issuance of new terms. Another way of adding to the list would be for the dealer to instruct his workmen to report the names and addresses of all customers in whose homes they found no automatic water heater. Then the dealer was to ask every customer who came into his place of business whether she had such an appliance. Still more names could be obtained by having the young woman book-keeper telephone all customers of the house and ask if they had water heaters.

It was impressed on the dealer that any home owner who did not have such a heater was a good prospect for him and that he should waste no time in getting the mail campaign at work on as many people as possible. It was not necessary that he should defer his campaign until he had built up a large list. The first letter should be sent out as soon as he had a dozen or so names.

Equally simple and understandable instructions were given for making a card system to handle the names. The dealer was to buy from a stationer a small box fitted up with cards. The stationer could tell him the kind. Then he was to set aside a card for each prospect. On the front of the card was to be the prospect's name and address and the dates of the various letters sent him. On the back he should keep brief memo-

They Say—

It's Dull in August—But

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER.

Created a New

High - Water Mark

In Circulation During the Past Month

The Net Paid Circulation for August, 1922, Was:

Daily **66,215** Daily

Sunday **72,687** Sunday

Newspaper circulation figures are always low in Summer. Almost without exception, records in circulation are achieved in Fall or Spring. However, for the first time in the history of The Birmingham News, July circulation showed a gain over June this year, and August went still further ahead, creating a new high-water mark for any month in the history of The News. This is attributable to just two things: first, the constantly improving quality of The Birmingham News as a newspaper; second, the increasing prosperity of the Birmingham District.

*The Previous High-Water Mark Was Established In April, 1922,
When the Net Paid Circulation Reached*

Daily: 65,746

Sunday: 72,261

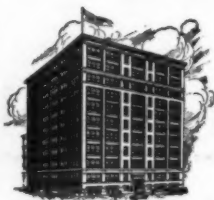
KELLY-SMITH CO.

Marbridge Bldg.
NEW YORK

National Advertising Representatives

Lytton Building
CHICAGO

A Printer Is as Good as His Equipment Plus His Organization



One of the largest and most completely equipped printing plants in the United States

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color, and U. P. M. Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price.

Thus, we are right on Quality, Delivery and Price.

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy-writers, and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

*Specialists in the Art of Catalogue and Publication Printing
For More Than Thirty Years*

*Business methods and financial standing the highest
(Inquire Credit Agencies and First National Bank, Chicago, Ill.)*

Printing Products Corporation

Formerly ROGERS & HALL CO.

Executives:

LUTHER C. ROGERS, Chairman Board of Directors.

M. E. LAXMAN, President and Gen. Manager

H. J. WHITCOMB, Vice President, City and Country Publication Sales.

W. E. FREELAND, Secretary and Treasurer.

F. MACOMBER, City Catalogue Sales.

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Polk and La Salle Streets - - CHICAGO

randa as to the information he might gain during his personal or mail solicitation—such as "Will build new home next spring," or "See him about heater in October."

Such a system of keeping a mailing list is of course far from perfect. Many details might be added. But if they were, the dealers probably would not use the system at all. It is the Hoffman company's belief that more mailing lists would be used in retail stores if the manufacturers suggesting them did not make the systems so elaborate that the dealers are literally scared away from using them.

Much importance is placed on continually adding new names to the list and keeping it up to date by seeing that the names and addresses are correct. Frequently a dealer, when receiving a communication from the company on some other matter, is likely to see in the enclosure a little printed slip suggesting that he check-up the mailing list forthwith—that he remove all dead names, see that all initials and addresses are correct and the names properly spelled. In the average town this is not at all a difficult matter. The only task is in getting the dealer started to doing the work.

The company's insistence upon a mailing list is justified to the dealer when he sees the complete follow-up campaign that has been prepared for his use. In addition to the book and the series of letters sent direct to the prospect by the company, there are five letters supplied the dealer for him to send out to the prospect on his own letterhead at intervals of one week. And then there are a dozen or more attractively printed envelope enclosures which are to be sent out with the letters and in the dealer's general mail. These cover in rather a breezy way the subject of hot water heating in the home.

The direct-mail campaign is backed up by an advertising effort in local newspapers which corresponds in tone and illustrations with that used in national medi-

ums. The necessary electrotypes or matrices are supplied by the company without charge.

The dealer help proposition is utilized by the company as a valuable selling aid. With it there is no difficulty in showing the dealer that he is being given an opportunity to sell something rather than buy something.

Will Advertise Hawaii as a Winter Resort

The Hawaii Tourist Bureau, Honolulu, is preparing an advertising campaign, to be released this fall, in magazines, Eastern newspapers, and posters, on Hawaii as a vacation centre for winter. A fund of \$50,000 has been raised for advertising.

About \$5,000 of the fund, subscribed by business houses of Hawaii, will be used for posters, the remainder being evenly divided between newspapers and magazines.

Harold H. Yost, manager of the San Francisco mainland branch, will direct this campaign.

R. H. Butler with Multiple Storage Batteries

The Multiple Storage Battery Corporation, New York, has appointed R. H. Butler manager of sales and advertising of its radio division.

Mr. Butler was formerly with the Lincoln Advertising Service, New York.

The Multiple company is manufacturing a battery for radio which will be marketed under the trade name "Radiobat," which it plans to advertise in magazines, newspapers and radio publications.

M. B. Stewart with "Holland's Magazine"

Myron B. Stewart, recently with the merchandising and survey department of the Joseph Richards Company, Inc., has joined the Eastern office at New York of *Holland's Magazine and Farm and Ranch*. He will cover New York State and Pennsylvania territory. Mr. Stewart at one time was with the San Francisco office of The H. K. McCann Company.

W. E. Phelps Made Sales Manager of Roamer Cars

The Barley Motor Car Company, Kalamazoo, Mich., manufacturer of the Roamer car, has appointed William Elliott Phelps as general sales manager.

Motor News is the name of a new automobile trade paper that is being published in Oakland, Cal. B. J. Rosenthal is advertising manager.

A Two-Year Survey of Association Activities

Three Groups Active, but Greatest Progress Made among Agricultural Group

BARTON, DURSTINE & OSBORN
NEW YORK

Editor of PRINTERS' INK:

We are anxious to complete our files of information on association activities. Will you please send us a full list of all articles that have appeared in *PRINTERS' INK*? We shall be grateful for your co-operation—as usual.

BARTON, DURSTINE & OSBORN.

AS a rule, *PRINTERS' INK* considers the association movement only as it affects marketing. But in view of the importance of the subject our treatment has naturally been quite extensive. A list of the articles we have published during the last two years is appended.

The association movement, in one form or another, dates back to ancient times. Association advertising, however, is a thing of recent development. In fact, it is one of the most important advertising developments that has taken place during the last fifteen years. In the main, all of our co-operative advertising has been carried on by three groups—manufacturers, distributors and farmers.

MANUFACTURING GROUP HAS NOTABLE SUCCESSES TO ITS CREDIT

There have been some notable advertising successes in the manufacturing group. As a whole, though, co-operative advertising among manufacturers has not been so successful as it has been among the other two groups. Reasons for this are numerous. In the first place the jealousy which often prevails among competitors prevents them from getting together in that wholehearted effort so necessary to advertising success. Too often the big factors in the industry are obliged to bear an unjust portion of the advertising burden. In some cases the reverse of this is true. The little fellows join enthusiastically in the campaign but

they are not able to get their large competitors to participate with them. There are dozens of other obstacles that sometimes militate against co-operative advertising, but probably the principal reason why manufacturers do not eagerly join hands in these campaigns is that they are able to advertise independently. The average manufacturer who is at all successful is quite capable of advertising on his own hook. This being so, he is usually averse to throwing his advertising individually into the association jackpot. Of course there is no reason why an association campaign should stop the independent advertising of its members. In fact, the more individuals who back up the co-operative drive with their own efforts, the more resultful it will be.

POSSIBILITIES FOR DISTRIBUTORS

Association advertising among distributors is destined to make great strides. Many small retailers, located out of the shopping centres, can advertise co-operatively to fine advantage. All retailers have many joint problems which can be solved through united advertising effort.

But it is among agriculturists where association advertising has made its greatest headway, and where it is on its surest economic footing. Even in the wildest indulgences of his imagination, no man has ever dreamed of the extent to which agricultural co-operation will some day attain. The reason for this is that farming is still largely carried on by individual workmen, laboring independently. In every other business, large numbers of workmen unite in a corporation or in some other form of mass enterprise. In order to survive farmers must do the same, particularly in their marketing. — [Ed. *PRINTERS' INK*.

(Continued on page 149)



Announcement

True to our constant purpose to provide facilities for service commensurate with the growth of our business, we announce that

Herbert M. Morgan

for many years a leading factor in Saint Louis advertising and financial affairs, has been elected *Vice-President* and *Treasurer* of JOHNSON, READ & COMPANY effective September 1st.

Mr. Morgan has been closely associated with this company for a number of years, during which time he has also served as an officer of the Saint Louis Union Trust Co. and as Director and First Vice-President of the Financial Division of the Associated Advertising Clubs of the World.



JOHNSON, READ & COMPANY

INCORPORATED

Advertising

202 SOUTH STATE STREET, CHICAGO

Charter Member American Association of Advertising Agencies

Priceless Advertising!

This book tells
how to get it!

Send for it now

YOU have often heard it said that the best advertising in the world is advertising you can't buy. It's advertising that is given absolutely free to a fortunate few.



This interesting little book tells how you can secure some of this free advertising space—how a few cents can be made to do a dollar's advertising work.

Perfectly legitimate, and perfectly dignified, too! You would be astonished to know how many banks and business firms of every character, without exception, are using the Sullivan Daily Calendar plan that is so interestingly described in this book.

Of course you want your copy. Just tear off the coupon below and mail it to us.

THE SULLIVAN PRINTING WORKS CO.
Manufacturing Calendars Exclusively
1075 Gilbert Avenue, Cincinnati, O.

THE SULLIVAN PRINTING WORKS CO.,
1075 Gilbert Ave., Cincinnati, O.

I would be glad to receive without cost or obligation your booklet, "Advertising You Can't Buy."

Name

Street City State

Sullivan Daily Calendars

(Printers' Ink Monthly)

Associated Rice Millers Get Advertising into Schools (Associated Rice Millers of America); April, 1922; page 64.

Electric Companies Distribute Eleven Million Pamphlets (National Electric Light Association); January, 1922; page 93.

When Competitors Join Hands to Advertise; October, 1921; page 22.

An Advertising Plan That Picks Its Prospects (Southern Cypress Manufacturers Association); February, 1921; page 29.

A Campaign That Shows How Professions Might Advertise (National Terra Cotta Society); January, 1921; page 40.

(PRINTERS' INK)

Wagon Coffee Sellers Join in Advertising; August 3, 1922; page 117.

Co-operative Campaign to Sell Small Colleges to a State (Wisconsin Colleges, Associated); July 27, 1922; page 25.

Michigan Grape Growers Unite in Advertising Campaign; July 20, 1922; page 121.

"Little Sun Maids" Are Advertising in British Isles (California Associated Raisin Co.); July 20, 1922; page 64.

Squelching the Mud Slinger with Advertising (Maryland Bottlers of Carbonated Beverages); July 20, 1922; page 25.

Maine Interests Get Together to Sell State to the Country (State of Maine Publicity Bureau); July 13, 1922; page 149.

"Plaster" Gets a Broader Market through Educational Advertising (Gypsum Industries Association); July 13, 1922; page 33.

Milwaukee Mobilizes to Fight Fake Promoters with Advertising (Nine security houses join in co-operative campaign to protect small investors); July 6, 1922; page 10.

Manufacturers of Related Farm Lines Tie to the Tractor (How eight manufacturers combined to advertise and merchandise through Ford dealers); July 6, 1922; page 33.

Pacific Coast Library Advertises for Books (Portland Library Association); June 22, 1922; page 118.

How Association Advertising Has Paid (List of articles); June 8, 1922; page 64.

Life Underwriters of Canada Find Advertising Pays; June 8, 1922; page 82.

Stating the Case to Doctors (Joint Coffee Trade Publicity Committee); June 1, 1922; page 17.

Railroads in a "Careful Crossing" Campaign (American Railway Association); June 1, 1922; page 64.

Rebuilding a Market That Started at the Wrong End (Davenport Bed Makers of America); May 25, 1922; page 117.

The Blue Goose Campaign of Marketing and Advertising (American Fruit Growers, Inc.); May 25, 1922; page 133.

The Yield of Co-operative Fruit Advertising (List of articles); May 25, 1922; page 91.

Sidetracks Price-Cutting Talk to Clear the Sales Road (Electric Vehicle Bureau of Chicago); May 11, 1922; page 33.



In
Bridgeport,
Conn.

The combined circulation of the three largest national magazines is less than 12,000 with considerable duplication. Not enough circulation to influence 236,000 people.

The Post-Telegram delivers a paper to every five persons within ten miles of the City Hall. That's thorough coverage at a low cost.

I. A. KLEIN

50 East 42nd Street
New York

Ft. Dearborn Bk. Building
Chicago



The
Post-
Telegram
Only A. B. C.
Papers

—no "blue-sky" promises—

The New Jersey Daily League through its member newspapers does not employ any "promise anything to get the business, boys" tactics. League newspapers do not sell goods, trim windows, mail trade announcements free or attempt to overload the dealer.

—but—

The League continually works among the dealers in an attempt to create a better understanding of newspaper advertising and merchandising—

furnishes surveys and investigations of trade conditions—

supplies route lists of retail stores—

compiles merchandising data that is of value to the national advertiser—

fights the substitution evil.

The League's 1922 book of facts contains the whole story. Interested executives will find it worth-while reading. Fifty-six pages of facts—no fiction. Free upon request.

NEW JERSEY DAILY LEAGUE

Star-Eagle Bldg., Newark, N. J.

ASBURY PARK Press	JERSEY CITY Jersey Journal
ATLANTIC CITY Press-Union	NEWARK Star-Eagle
CAMDEN Courier	PASSAIC Herald
ELIZABETH Journal	PATERSON Press-Guardian
HACKENSACK Bergen Eve. Record	PERTH AMBOY News
PLAINFIELD Courier-News	

Copper Starts to Advertise (Copper and Brass Research Association); May 11, 1922; page 17.

The Advertising History of California Prunes (California Prune and Apricot Growers, Inc.); May 4, 1922; page 3.

Bread-and-Milk Has a "Week" (Bakers and dairymen unite in campaign); May 4, 1922; page 129.

Making Mail-Order a Substitute for the Style Show (Cleveland Garment Manufacturers Association); May 4, 1922; page 130.

Sauer Kraut as Medicine Is Subject of Co-operative Advertising (National Kraut Packers Association); May 4, 1922; page 112.

Olive Importers Combine to Get People to Eat More Spanish Olives (American Importers of Spanish Green Olives); April 27, 1922; page 69.

Book Publishers Find Co-operative Advertising Copy Theme; April 20, 1922; page 81.

Manufacturers Join in Advertising Fine Box Stationery (Fine Stationery Manufacturers Association); April 30, 1922; page 73.

Putting the Cart before the Horse (Co-operative advertising needed for Dutchess County Apples); April 13, 1922; page 172.

Pacific Coast Oyster Democratized (Olympia Oyster Growers); April 13, 1922; page 33.

Knit Goods Underwear Makers Prepare for Advertising (Knit Goods Manufacturers of America); April 6, 1922; page 161.

Collecting Association Dues by Mail (Associated General Contractors of America); April 6, 1922; page 65.

Ice Industry Advertises to Thaw Out Its Market (National Association of Ice Industries); April 6, 1922; page 25.

Does the "Staff of Life" Need Advertising? (Some of the results received from co-operative food advertising campaigns); April 6, 1922; page 169.

Co-operative Advertising Speeds Up Optical Sales; April 6, 1922; page 107.

Demonstration and Advertising to Revive Dormant Market (Three Pacific Coast manufacturers employed a well-planned campaign of demonstrations and advertising); April 6, 1922; page 154.

"Little Sun Maids" Attain Success in First Year (California Associated Raisin Co.); March 30, 1922; page 101.

Coffee Trade Committee Reports (Joint Coffee Trade Publicity Committee); March 23, 1922; page 153.

The Advertised Sweet Potato Makes Its Bow (Southern Sweet Potato Exchange); March 23, 1922; page 137.

Cheese Is Standardized and Promptly Takes On Added Value; March 23, 1922; page 19.

American Toilet Articles to Be Advertised En Masse (Manufacturing Perfumers Association of the United States); March 16, 1922; page 110.

A Multiplicity of Campaigns to Increase Milk Consumption (What co-operative dairy advertising is accomplishing); March 16, 1922; page 25.

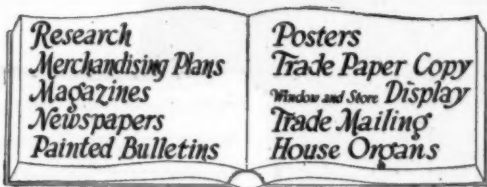
Savings Banks Use Advertising Co-operatively; March 2, 1922; page 92.

Hoover Seeks Light on Trade Association Activities; February 23, 1922; page 17.



W.S. HILL Company

Complete ADVERTISING Service



8 West 40th St
NEW YORK

Vandergrift Bldg
PITTSBURGH

The Great Illinois Corn Belt is now Harvesting the

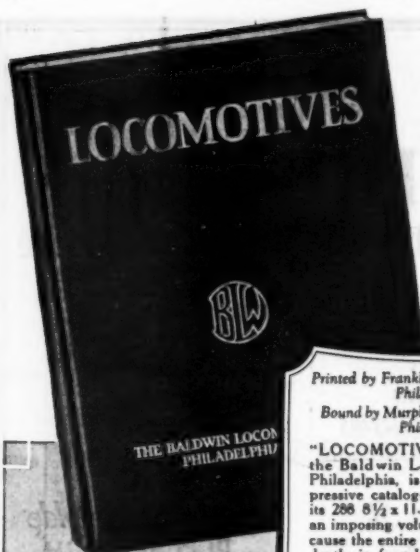
GREATEST GRAIN CROP
SINCE THE WAR

PEORIA THE GATEWAY TO THIS ENTIRE
FARMING AND HOG RAISING
TERRITORY (THE RICHEST IN THE WORLD)
IS THOROUGHLY COVERED BY THE
JOURNAL-TRANSCRIPT

COMBINATION
SEND FOR BOOKLET
OF
FACTS AND FIGURES



CHAS. H. EDDY CO.
National Advertising Representatives
NEW YORK CHICAGO BOSTON



*Another
catalog
bound in
INTERLAKEN*

Printed by Franklin Printing Company
Philadelphia

Bound by Murphy, Parker Company
Philadelphia

"LOCOMOTIVES," published by the Baldwin Locomotive Works, Philadelphia, is an unusually impressive catalog—not alone because its 286 8½ x 11-inch pages make it an imposing volume; not alone because the entire text, printed coincidentally in four languages makes it unique as a catalog—

But, it also is impressive because its covers were made **DISTINCTIVE** by the use of Art Buckram—an attractive book cloth originated by the makers of **INTERLAKEN**.



binding of **INTERLAKEN** Book Cloth is both impressive and expressive—**IMPRESSIVE** by reason of its own character, **EXPRESSIVE** of the character of the advertiser's message.

Write for a copy of our booklet, "Getting Your Booklet Across," which contains many facts regarding the value of binding booklets and catalogs in **INTERLAKEN**.

INTERLAKEN MILLS.

Providence, R. I.

Interlaken
Book Cloth *The standard since 1885*

Warehouses in Kansas City Co-operate in Advertising; February 23, 1922; page 125.

The Scotch Tweed "Invasion" (Scottish Woolen Trade-Mark Association); February 23, 1922; page 69.

Advertising Helps Beekeepers Solve Problems (American Honey Producers League); February 2, 1922; page 17.

A Proposed Campaign for Footwear (National Boot and Shoe Manufacturers Association); February 2, 1922; page 163.

Soap and Water as First Aid to Washing-Machine Selling (American Washing Machine Manufacturers Association); January 19, 1922; page 101.

How Trade Associations May Keep within the Law; January 19, 1922; page 61.

The Dealer Education Work of One Association (National Trade Extension Bureau of the Plumbing and Heating Industry); January 12, 1922; page 136.

The Government's View of Open Price Associations; January 12, 1922; page 57.

Bigger Business from Co-operation in Buying and Advertising (Grocers in an Ohio city increase sales 20 per cent each year); January 12, 1922; page 77.

Keeping Trade Association Activities within the Law; January 5, 1922; page 57. "Sunkist" Had Its Most Successful Year in 1921 (California Fruit Growers Exchange); January 5, 1922; page 100.

Tiberius Caesar, His Table and 1922 Advertising (National Veneer and Plywood Manufacturers Association); January 5, 1922; page 25.

Automobile Dealers Sponsor a "Safety First" Campaign (Indianapolis dealers); December 29, 1921; page 101.

Supreme Court Assails "Open Price Associations" (Decision in Hardwood Manufacturers Association case); December 29, 1921; page 17.

Advertises Advertising to Street-Car Companies (American Electric Railway Association); December 22, 1921; page 33.

The Advertising War of the Woods (The advertising campaigns of the various lumber associations); December 22, 1921; page 119.

Vacuum Cleaner Manufacturers Plan Co-operative Campaign (Vacuum Cleaner Manufacturers Association); December 22, 1921; page 56.

New York Maple Syrup Producers to Market Co-operatively; December 15, 1921; page 97.

Book Publishers Try Interesting Experiment in Co-operative Advertising; December 15, 1921; page 8.

Uplifting the "Hot Dog" (All elements in Chicago's sausage industry are co-operating); December 8, 1921; page 140.

Why Brickmakers Should Continue Co-operative Advertising (American Face Brick Association); December 8, 1921; page 122.

Ripe Olive Folks Stage Big Comeback (California Olive Growers Association); December 8, 1921; page 85.

California Campaign to Spread Lower Price Idea (In Fresno, seventy-five merchants carry on campaign); December 1, 1921; page 33.

Wholesaler and Plumbers Advertise Co-operatively; December 1, 1921; page 158.

Chicago Hotels Advertise Co-operatively; November 24, 1921; page 132.

Ethical Dentists Will Advertise (National Dental Association); November 24, 1921; page 28.

Concentrated Sales Drive Saves Market for Sunsweet Prunes (California Prune and Apricot Growers, Inc.); November 24, 1921; page 137.

Uncovering Scavenger Competition (Four Chattanooga dairies advertise to public regarding stolen milk bottles used by other companies); November 17, 1921; page 161.

Mahogany Starts an Advertising Comeback (The Mahogany Association); November 17, 1921; page 113.

Advertising a Shopping District Co-operatively (East Washington Street merchants in Indianapolis use newspaper advertising); November 3, 1921; page 81.

Paving the Way for the Life Insurance Agent by Co-operative Advertising (Atlanta agencies unite in plan to quicken business); October 27, 1921; page 41.

How Custom Tailors May Advertise Co-operatively (In Buffalo, N. Y., twenty-eight custom tailors show the way); October 20, 1921; page 81.

Advertising to Raise the Standards of an Industry (American Malleable Castings Association); October 20, 1921; page 53.

Dress Manufacturers Start Style Registry Bureau (Association of Dress Manufacturers of New York); October 13, 1921; page 81.

Garage Owners Ring Cash Register with Co-operative Advertising; October 13, 1921; page 41.

American Bankers' Association Urged to Advertise; October 13, 1921; page 42.

Retailers Induce Manufacturers to Advertise Co-operatively (Grocers in Atlanta, Ga.); October 6, 1921; page 41.

To Keep Members Interested in Association Advertising, Achieve Something Real; September 29, 1921; page 25.

Wholesalers Speed Wallpaper Sales by Newspaper Advertising (Wholesale Wallpaper Dealers of Philadelphia); September 29, 1921; page 64.

"Make 1922 the Greatest Year" Goal of Paint and Varnish Manufacturers (Save the Surface campaign); September 29, 1921; page 44.

Coal Dealers Bureau Gains Good-Will by Advertising (Indianapolis dealers); September 22, 1921; page 133.

"Fabric Furs" to Be Widely Advertised; September 22, 1921; page 76.

Iron Pipe Makers in Long-Distance Advertising Effort (Iron Pipe Publicity Bureau); September 22, 1921; page 33.

Kansas City Bankers Advertise Co-operatively; September 22, 1921; page 25.

Co-operative Advertising in the Electrical Industry (Society for Electrical Development, Inc.); September 15, 1921; page 85.

To Prove to Dealers That Advertising Interests Their Customers (West Coast Lumbermen's Association); September 15, 1921; page 65.

Getting the People Upstairs to Buy; September 15, 1921; page 108.

Copper Gets Ready to Advertise (Copper and Brass Research Association); September 15, 1921; page 45.

Makes Traveling Warehouse of Its

"Signs" of More Sales That Mean Repeat Orders

Dependability is proven by re-orders. Each month sees our factory making additional Elwood Myers Quality Metal Signs for national advertisers.

Here are some of the group who buy from us annually, and have placed a second order already this year:

Eisemann Mag-
neto Co.

J. L. Prescott &
Co.

The Coca-Cola
Co.

The Deisel-
Wemmer Co.

Fairbanks, Morse
& Co.

Fred Schoenho-
fen Co.

The International
Proprietaries
Co.

Quality and Service are overworked words, but they mean something when they create customers who come back for more.

Additional equipment and enlarged facilities prompt the solicitation of more business of the same sort.

Send for our Sign Broadside.

Salesmen

Past performances and future possibilities enable us to offer an unusual proposition to a few capable sign salesmen. Write us.

The Elwood Myers Co.
Springfield, Ohio

Salesmen (Pacific Packers Association); September 15, 1921; page 137.

The New York Dairymen's Co-operative Campaign (Dairymen's League Co-operative Association); September 8, 1921; page 105.

Advertising Creates Responsibility in Lighting-Fixture Business (In Cleveland fifteen dealers forced by labor strike from association and advertise); September 8, 1921; page 17.

Lumber Associations Begin Long-Heralded Publicity Effort (National Lumber Manufacturers Association); September 1, 1921; page 46.

How Associations Built the Livestock Business; September 1, 1921; page 69.

Visualizing the 1921 Dollar (Forty-nine stores in Burlington, Iowa, combine to sell prices); September 1, 1921; page 101.

Newspaper Advertising Can Forestall the Politician (Milk Exchange of Cincinnati); August 25, 1921; page 109.

Unions Help in Advertising Move to Stimulate Building (Common Brick Manufacturers Association of America); August 25, 1921; page 133.

Florists Adopt Advertising Plan (Society of American Florists and Ornamental Horticulturists); August 25, 1921; page 110.

Competing Brick Manufacturers Unite in Newspaper Campaign (Philadelphia brick makers); August 18, 1921; page 41.

Why Don't the Eastern Growers Advertise?; August 18, 1921; page 158.

Widened Market for the Pineapple Sought by Advertising (Association of Hawaiian Pineapple Packers); July 28, 1921; page 10.

"Bridge the Bay" Advertising Sets San Francisco by the Ears (Motor-Car Dealers Association of San Francisco); July 21, 1921; page 57.

Putting Duckling on the Dining Table Just a Little Oftener (Long Island Duck Growers Association); July 14, 1921; page 17.

Advertising Makes Men Want Even Life Insurance (Indiana Association of Life Underwriters); July 14, 1921; page 81.

Independent Margarine Makers Plan Big Campaign (Institute of Independent Manufacturers of Oleomargarine and Margarine); July 7, 1921; page 118.

Advertising Pulls Salmon Industry Off the Rocks (Association of Pacific Fisheries); June 30, 1921; page 106.

Advertising a Nation (Irish Industrial Development Association, Inc.); June 23, 1921; page 50.

How Will Marketing Organizations Affect Methods of Distribution?; June 23, 1921; page 116.

The Retail Buying Association an Issue That Will Not Down; June 16, 1921; page 17.

How Advertising Can Keep Down Potential Competition (Association of Manufacturers of Chilled Car Wheels); June 9, 1921; page 121.

Advertising Aids Meat Industry; June 9, 1921; page 36.

Saving an Old Industry Hard Hit by Whim of Fashion (Suspender Manufacturers' Advertising Committee, Inc.); June 2, 1921; page 41.

Service System for Wood Wheels Organized by Mail (Automotive Wood

They were going to lose the account anyway

this copy writer told Mr. Jefferson. So the Boss, who was hell on golf, but shy on Millines, let him try Actline copy. The customer got 6400 dollar bills in response to one insertion. Now, where there was indifference before, nay, almost coldness, there is a lively affection for the

Clip and Mail

H. M. JEFFERSON & CO.

Publishers

NILES, MICH.

Please send me free copious
full page extracts from

THE MILLINE AND
ACTLINE ADVERTISING
SYSTEM

By Benjamin Jefferson

Quarto form — Leatherette
Loose Leaf. Contains Milline
Page Contents and Milline
Rates of 592 leading med-
iums, 72 best Actline adver-
tisements, and 100 other
new things. Price \$10. Cash
or time.

Name

Address

This coupon in response to appeal
to Impelling Force No. 2

Milline and Actline Advertising System

Other advertisers can do as well, because the instructions and forms and analysis guides are perfectly plain. No frills, no jargon. Also, how else can you so easily be sure of your list as to peek over the Milline Contents per page and the Milline Rates? And there are many other new things in this book—every one intensely practical.

USE IT, AND GET THE FULL VALUE OF THE SPACE

H. M. Jefferson Co., Publishers , Niles, Michigan

Finding the "Treasure of Bulk Sales"

DOCTORS AMONG BEST AUTO BUYERS

Not very long ago, a medium-priced car was advertised to physicians. A special drive was made in this direction and the arguments of a specific character that were set forth were so strong, so convincing, that the copy made excellent general advertising.

It was reckoned that if a fair share of the doctors of the country could be sold on the idea of this automobile, the lump record would be a handsome showing. Both in the illustrations and the text, the definite needs of the physician were stressed. There was night driving, there were all kinds of roads to contend with, particularly in the rural sections, the car must be fool-proof—it must start, and be ready to go, day and night and in all kinds of weather. It is said of the campaign that success followed it from the very start. Doctors readily recognized their own problems in the manner and the language of the advertising.

Wherever—Whenever Duty Calls, He Must GO



—From "Seeking the Treasure of Bulk Sales," *PRINTER'S INK*, July 27, 1922

NINE OUT OF TEN physicians drive automobiles. Annual mileages from 12,000 to 15,000 are common. Every year—every two years, the doctor buys a new car. What better way to find the "Treasure of Bulk Sales" than through a medium covering two-thirds of the active members of the medical profession?

Data on request

THE JOURNAL

OF THE

American Medical Association

535 North Dearborn Street - - - CHICAGO, ILL.

Will C. Braun Advertising Manager

Wheel Manufacturers Association; June 2, 1921; page 89.

British Billposters Advertise Co-operatively; May 26, 1921; page 153.

Inactive Farm Crops Need Advertising (Co-operative advertising suggested for onion crop); May 26, 1921; page 134.

Washington Independent Grocers Advertise; May 19, 1921; page 157.

Suggested Limitations of Federal Trade Commission for Marketing Associations (California Associated Raisin Company's activities are reviewed); May 12, 1921; page 153.

Furniture Industry's Campaign Coming (Furniture Publicity Bureau); April 21, 1921; page 84.

How Service Lifts Product from Non-Competitive Class (Portland Cement Association); April 15, 1921; page 61.

Coffee Advertising Campaign Apporportioned on New Basis (Joint Coffee Trade Publicity Committee); April 7, 1921; page 19.

Safety First Gives Results in Britain (British Industrial Safety First Association); March 24, 1921; page 125.

New Educational Campaign for Wallpaper (Allied Wallpaper Industry); March 10, 1921; page 129.

Advertising to Develop a New Business Street (Merchants of Connecticut Avenue, Washington, D. C.); March 10, 1921; page 69.

Revised Sales Unit Stiffens Backbone of Industry (West Coast Lumbermen's Association); March 10, 1921; page 145.

Co-operative Advertising to Boost Motorcycle (Motorcycle and Allied Trades Association); March 10, 1921; page 126.

Advertise to Overcome Prejudice against Department-Store Employment (New York department stores unite in campaign); February 24, 1921; page 118.

How Knitted Outerwear Makers Hope to Boost Trade (National Advertising Bureau of the Knitted Outerwear Trade); February 24, 1921; page 65.

Laying the Groundwork for a Co-operative Campaign (Sterling Silverware Manufacturers Association); February 24, 1921; page 57.

Mail-Order House and Retailers Join in Fight on Prices; February 24, 1921; page 41.

Electric Light Companies Appeal to Public in Big Campaign (National Electric Light Association); February 10, 1921; page 10.

Advertising Is Utilized in Fight to Restore Horse (Horse Association of America); February 10, 1921; page 49.

Pooh Bah Associations; February 3, 1921; page 162.

Lumber Associations in Unified Institutional Campaign (National Lumber Manufacturers Association); February 3, 1921; page 17.

Promotion Work That Backs Up the National Campaign (Joint Coffee Trade Publicity Committee's Campaign); January 28, 1921; page 33.

Getting Good-Will for the Gas Man (American Gas Association); January 13, 1921; page 81.

How Advertising Stabilized Prices in Up and Down Markets (Southern Cypress Association); January 13, 1921; page 33.

Why Trade Associations Should Stay

Saving By-Products

BEFORE the manufacturer saved the by-products of the material used, there was a great waste, adding to the cost of manufacture.

Advertisers should apply this rule to their advertising by eliminating lost circulation. Buy circulation where and when you need it. Newspapers offer you this chance—ask your agency.

Boston Globe
Baltimore Sun
New York Times
Minneapolis Tribune
San Francisco Bulletin
St. Louis Globe-Democrat
Philadelphia Public Ledger
Des Moines Register and Tribune

Information regarding these trade centers and trade conditions will be gladly furnished by the advertising departments of these papers.

GUY S. OSBORN

Incorporated
CHICAGO

1302 Tribune Bldg.

DETROIT ST. LOUIS
701 Ford Bldg. 401 Globe-Democrat Bldg.



The Million Dollar Printing Plant

TRUE ECONOMY IN PRINTING

The smaller printer can reduce selling prices only by tapping his own till—or cheapening your job.

The National Capital Press does it by the purchasing of paper in carload lots, and other supplies accordingly; by the use of every improved automatic machine; by the low overhead charges of a large corporation.

Economize on your printing needs while getting a high quality product by using the

NATIONAL CAPITAL PRESS

*Illustrated magazines,
fine catalogs, brochures
and advertising matter
in one or more colors*

1210-1212 D STREET
WASHINGTON, D. C.

Out of the Publishing Business; January 6, 1921; page 57.

Developing Dealer Co-operation from the Dealer's Side (Baltimore dealers participate in co-operative advertising campaign to sell Victor phonographs); January 6, 1921; page 41.

Co-operative Farm Marketing Brings Prosperity; January 6, 1921; page 161.

Why Trade Associations Should Stay Out of the Publishing Business; December 30, 1920; page 3.

Factories, Still Using Hand Methods, Advertise Products (Allied Broom Industries); December 30, 1920; page 60.

Savings Banks Plan to Take Mystery Out of Banking (Savings Banks Association of the State of New York); December 30, 1920; page 94.

Advertise Big Reward in Effort to Stop Crime Wave (Jewelers Security League); December 23, 1920; page 114.

Associated Campaign Puts Veils in Christmas Gift Class (Veiling Association of New York); December 23, 1920; page 50.

Bottle Makers Undertake Unusual Co-operation (Glass Container Association of America); December 23, 1920; page 25.

Terra Cotta Association Sells the Advertising Value of Business Buildings; December 16, 1920; page 81.

Yesterday's Advertising Sells Today's Output (Why the prune growers are and should advertise); December 16, 1920; page 195.

A Co-operative Campaign to Be Increased 500 Per Cent (Save the Surface Campaign); December 9, 1920; page 111.

Trust Companies Begin National Campaign (American Bankers' Association); December 9, 1920; page 105.

A Seasonal Market Taken During the War Is Made Continuous (Toy Manufacturers Association); December 2, 1920; page 93.

Advertising for New Citizens Sold a Territory to the Old Ones (Great Southwest Association); November 25, 1920; page 109.

Co-operative Real Estate Advertising in Indianapolis (Indianapolis Real Estate Board); November 25, 1920; page 120.

Oklahoma Chiropractors Win in Advertising Bout; November 25, 1920; page 141.

Nine Hundred Thousand Dollars to Advertise Rice (Associated Rice Millers of America); November 19, 1920; page 121.

Pacific Coast Tailors Unite in Good-Will Campaign (Pacific Coast Merchant Tailors Association); November 18, 1920; page 132.

Advertising One of the Oldest Known Foods (California Olive Association); November 11, 1920; page 125.

Quoting Price by New Unit Broke Down Sales Resistance (Oak Flooring Manufacturers Association); November 4, 1920; page 93.

Some Associations Are Now Pooling Their Purchases; November 4, 1920; page 25.

Co-operative Advertising to Stabilize Demand for Fresh Fish; November 4, 1920; page 133.

Association Members Benefit by Quality Note in Advertising (American Face Brick Association); October 28, 1920; page 57.

Chieftain Bond

RAG CONTENT—what does this phrase mean to the average paper user? Nothing! What does it mean to the average printer? Little more than that the paper so described contains rags!

In **NEENAH QUALITY** Paper it means just the right proportion of high grade rags to give the tear and test for which our papers are noted (write for samples). We challenge a comparison with papers at competitive prices and sell our products under the guarantee of satisfaction, the user to be the judge.

White and fourteen attractive colors with envelopes to match in the famous Chieftain Bond.

Note the Tear and Wear as Well as the Test



NEENAH PAPER COMPANY

Neenah, Wisconsin

Makers of OLD COUNCIL TREE BOND, SUCCESS BOND, CHIEFTAIN BOND, NEENAH BOND, WISDOM BOND, GLACIER BOND, STONEWALL LINEN LEDGER, RESOLUTE LEDGER, PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



Correctly Interpreting the Mode in Furs

The Silhouette for the coming season—what form will it take? The variations in lengths, in sleeve and in body line which Paris decrees for the Fur Wrap are ever so slight—but ever so significant. Guided by the dictates of fashion, Gunther has created many models—each enhanced by a charming originality.

Gunther

Fifth Avenue at 36th Street
NEW YORK

Furriers for More Than a Century

*ALL advertising
for Gunther
is under the direc-
tion of our organi-
zation.*

THOROUGH knowledge of the retail store, daily personal co-operation with our client, and hard work have contributed much to the successful advertising of this well-known furrier.

CARR & COLUMBIA, INC.

ADVERTISING

220 FIFTH AVENUE
NEW YORK

Nation-wide Thrift Campaign Planned by Bankers (American Bankers' Association); October 21, 1920; page 81.

Almond Growers Extend Market to Whole Year (California Almond Growers Exchange); October 14, 1920; page 93.

Sweater Industry Pledged to Advertise (National Association of Sweater and Knitted Textile Manufacturers); October 14, 1920; page 116.

Manufacturers Advertising Their Labor Policy to Public (Philadelphians co-operate to state their case and get employees); September 30, 1920; page 101.

Some Queer Trade Problems That Manufacturers Are Unriddling through Co-operation; September 23, 1920; page 73.

Makers of "Stouts" Band Together for Better Retailing (Associated Stylish Stout Wear Makers); September 16, 1920; page 154.

Wholesalers of Coal Advertise Their Functions (Wholesale Coal Trade Association of New York); September 16, 1920; page 65.

Co-operative Advertising to Sell a New Variety of Wheat (Six hundred Kansas farmers get together to push the idea of better crops); September 9, 1920; page 28.

Attracting Just the Right Sort of People by Help-Wanted Advertising (Rockford Furniture Manufacturers Association); September 2, 1920; page 96.

Colleges Unite in Advertising to "Prospects" (Two Groups Get Together); September 2, 1920; page 105.

Lumber Industry Sets Public Right upon Fundamental Facts (American Hardwood Manufacturers Association); September 2, 1920; page 110.

American People to Be Made Book Readers; August 12, 1920; page 41.

Longer Credits for Home Builders Sought by Advertising (Hollow Building Tile Association); August 5, 1920; page 19.

When Farmers and Middle Interests Co-operate (National Dairy Council of Canada); July 29, 1920; page 129.

Sells the Idea of Sewers by Telling People of Their Need (Clay Products Association campaign); July 22, 1920; page 113.

Collective Buying Will Enable Retailers to Lower Prices (The National Purchasing Organization formed by 500 furniture dealers); July 22, 1920; page 121.

City's Sweater Manufacturers to Tell about Their Product (Milwaukee Institute of Knitted Wear); July 15, 1920; page 81.

Boston Marketmen Advertise to Justify the "Middleman" (Fruit and Produce Exchange); July 15, 1920; page 33.

Baker Campaign Convinces Women Bread Is Cheap (Tacoma Association of the Baking Industry); July 8, 1920; page 113.

Another Profession's "Ethics" Yield to Advertising (Ontario Association of Architects); July 1, 1920; page 101.

Manufacturers Who Are Advertising Now to Make Business Good in 1930 (American Washing Machine Manufacturers Association); July 1, 1920; page 41.

Half-Page Education in Labor Prob-

We **Know** Cincinnati

CONSULT

A.B.C. for the status of The Post in Cincinnati. Write, wire or call on us for important information related to distribution, advertising and sales of your product in the Cincinnati market.

The Cincinnati Post

A Scripps-McRae Newspaper
Member A.B.C.

in Chicago



But—

in New Orleans
it's the
Item

Getting Student Trade Is Mainly a Matter of Knowing How

If you want student trade tell us, or instruct your agency to ask the "Collegiate."

Ask for Collegiate Salesman, describing all our activities and listing all student papers.

Established 1913

USA

**COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.**

503 5th Avenue, New York City
110 S. Wabash Avenue, Chicago



Cut No. 922
Price \$1.25

Put "Punch" into your printed matter

Here's how to get out live stuff in printed matter—the kind that sells goods!

There are over 650 snappy illustrations in the **New Arkin Cut Book**—all ready to use in any kind of business—cuts for every printing purpose—one or two colors. Hundreds of suggestions for ads, house organs, circular letters, salesmen's bulletins, advance cards, stuffers, etc. Better results from your printed matter when you illustrate with Arkin Cuts. *They begat action!*

New Big Cut Book FREE

This \$1 book is free to those who buy Arkin Cuts at any time—for the dollar you mail is deducted on your first order for only \$3 worth of cuts—the Cut Book then costing you absolutely nothing. The book is worth many times a dollar for the wealth of ideas it contains.

Pin \$1 to Ad right now and send for this helpful book. Remember the \$1 you mail is credited on first order for only \$3 worth of cuts—ordered at any time. Send to

ARKIN ADVERTISERS SERVICE
Dept. 20 422 S. Wabash Ave., Chicago

lems (Employees Association of Louisville); June 24, 1920; page 81.

Breaking Down the Ethical Bar to Advertising; June 24, 1920; page 35.

The Reverse Side of the Open Price Association; June 24, 1920; page 41.

What Has Been Done in Association Advertising (This article contains a list of all the previous articles that have appeared in **PRINTERS' INK** on Association Activities); June 17, 1920; page 85.

A Lifetime Subscriber Speaks

FIDELITY UNION FIRE INSURANCE
COMPANY

DALLAS, TEX., Aug. 21, 1922.

Editor of **PRINTERS' INK**:

The several pages in **PRINTERS' INK** of July 27, 1922, concerning the compilation of indexes for the **PRINTERS' INK** and **Printers' Ink Monthly**, is the best thing I have come across lately, and I hasten to request that these compilations be sent me without fail whenever issued.

I have my complete file of **PRINTERS' INK** for four or five years back as well as the complete file of **Printers' Ink Monthly** since the first number, and the thought has occurred to me many times that there ought to be some means of classifying and indexing the vast storehouse of information contained in these two publications.

It goes without saying that the two publications referred to are by far the most valuable of any periodicals devoted to the great business of advertising for which reason a means of locating the exact information wanted in specific cases would be invaluable. On many past occasions I have gone through as many as 200 copies, page by page, seeking information on some phase of advertising that I had occasion to use, and you can imagine what a laborious and time-consuming task it was. If you have indexes covering all past issues for five years back, I shall be glad to pay for them in addition to extending my most sincere thanks for the privilege of obtaining them at reasonable cost. Please be sure to let me have not only future compilations but copies of all those previously issued.

As your records will indicate my subscription to both **PRINTERS' INK** and **Printers' Ink Monthly** is to continue as long as I remain in the land of the living—they are to be renewed automatically each year.

Please accept my thanks for the valuable help I have obtained from each of these publications in times past and my humble opinion that **Printers' Ink Monthly** is growing in value with each succeeding issue. To an advertising man these publications are absolutely priceless and so far as I know have no competition worthy of mention in the field they serve.

FIDELITY UNION FIRE INSURANCE
COMPANY

F. H. JASPER.

Oscar F. Ostby, assistant sales manager of the Prest-O-Lite Company, Inc., New York, has been appointed general sales manager. He succeeds C. C. Leininger.

The Force Behind

¶ The advertising value of a magazine depends largely on the force behind it.

¶ The ownership of THE ROTARIAN is vested in 85,000 energetic business men—the key men in civic and social as well as commercial affairs of 1200 cities in 25 countries. They are proud of their publication, and they not only read it but they patronize and boost for its advertisers.

¶ This combination insures the advertising value of

THE ROTARIAN

The Magazine of Service

Member Audit Bureau of Circulations

Eastern Representatives
Constantine & Jackson
7 West 16th St., New York

CHICAGO

Great Britain

Thos. Stephenson

6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager

Frank R. Jennings

910 So. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S. A. and Cuba; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International

Population 66,138 Trading Centre for 150,000

Brockton, Massachusetts. The Great Shoe City. Brockton shoes 18,000,000 people. Paper established 1880.

Brockton Daily Enterprise

Printing 21,000 Daily

Flat Commercial rates 6½ cts. per line, 91 cts. per inch

Afternoon Paper, Sells for 2 cents

Averages nearly 2 pages of want advertisements



CANADIAN ADVERTISING

CALL IN

SMITH, DENNE & MOORE

TORONTO

MONTREAL

*Over 500
Private Schools
Colleges and
School Camps*

—the record number for 1922
thus far in any publication—
have advertised in the first
nine issues of

HARPER'S MAGAZINE

* * *

This great quality group of
discriminating, result-demand-
ing advertisers know the wis-
dom of paying a somewhat
higher rate per thousand to
influence the right kind of
well-to-do families.

HARPER'S MAGAZINE

One of The Quality Group

FRANKLIN SQUARE

NEW YORK, N. Y.

British Government Adopts Caslon Old-Style

By Thomas Russell

London Correspondent of PRINTERS' INK

HIS MAJESTY'S Stationery Office, which is British for Government Printing Office, has issued a remarkable and comely piece of printing, forming the report of a committee appointed by a Treasury Minute, on April 22, 1920 (nothing precipitate about our Government!) "To select the best faces of type and modes of type display for Government printing having regard to appearance, ease in reading and economy." The membership included several printers, and Mr. Joseph Thorp (who represented upon it a very useful body, the Design and Industries Association) is one of the most competent authorities on tasteful printing.

The front cover of this report is a characteristic Thorp layout, the title "Report of the Committee appointed to select the Best Faces of Type and Modes of Display for Government Printing" being set in 48-point Caslon O. S. under a much-improved cut of the Royal Arms. There has never been a blue book like it, and a passage in the report says in part:

The general standard of Government printing has not always been as high as it should be. The covers and title-pages of Blue Books, for instance, have been generally marred by imperfect display and arrangement, and the letterpress by such defects as the use of type of unsuitable size and character.

Elsewhere the internal typography of its own report is approvingly described by the committee:

The double-column setting, in place of the usual single column, has been adopted in the interest of legibility. The measure of 37 ems is much too wide for 12-point type, indeed it is demonstrably easier to read for any considerable time an 11-point or 10-point type in the single-wide column.

In a summary of recommendations it is laid down that

Types in which the contrast between the thick and thin strokes is exaggerated, or in which the face is unduly compressed, should not be used in Government printing. . . . There should be adequate white space between each line (sic) of figures; and when rows of figures arranged in columns are to be read across the page, a white line should be left at every fifth row. . . . The Medical Research Council should be approached with a view to the inception of an inquiry on physiological and psychological lines into such questions as legibility and the optical properties of paper and ink with reference to eye-strain.

At the end of the blue book are printed twelve pages containing specimens of linotype and hand-set type, and the front covers of nine blue books are reproduced as issued, with an improved layout of each. The Government printers are also shown by more examples how to lay out a title page. Caslon Old-Style predominates. The schedule of recommended type-faces also includes Imprint Old Face, Plantin, Bodoni Book (standard and heavy), Scotch Roman, Modern, Dolphin, Venezia, Cheltenham wide and Veronese. It is interesting to note that the spelling "fount," not font, is used to denote a set of type

Advertising Campaign for Bates Numbering Machines

The Bates Manufacturing Company, Orange, N. J., plans its first campaign to advertise the Bates Numbering Machine and rotary telephone index. Business papers will be used.

The company was recently purchased from Thomas A. Edison. C. S. A. Williams is president of the company and Stanley M. Babson, vice-president.

The account has been placed with Clarkson A. Collins, Jr., New York, advertising agency.

C. V. Newspaper Service Appointments

L. P. Hollander has been appointed business manager of the C. V. Newspaper Service, New York. Robert Harris, recently with the Associated Press has been made advertising manager of this newspaper service.

With Milwaukee Agency

Chester D. Freeze, recently with the Curtis Publishing Company as a representative for the *Saturday Evening Post*, has joined Olson & Ezinger, Inc., Milwaukee Advertising Agency.

"Now Mr. Sherbow comes out with a new book, **'Effective Type-use for Advertising,'** a remarkably instructive little volume that is big in service because it is chock full of good and practical ideas on subjects of live interest to printer and advertising man alike. . . . It is a mighty fine book."

THE INLAND PRINTER

The price of *Effective Type-use for Advertising* is \$2 postpaid. Your money back if you are not satisfied. Or send for free circular.

Benjamin Sherbow, Patchogue, N.Y.

Also publisher of
*Sherbow's Type Charts
for Advertising*

Cost Considered

Employing a half dozen different papers in order to cover the theatrical and show world and reach the actors, actresses and performers of America, increases the cost of your campaign four-fold. It is wholly unnecessary.

The Billboard

Covers the Entire Field

NEW YORK
1493 Broadway
Tel. Bryant 8470

CHICAGO
36 So. Dearborn St.
Tel. Central 8480

How Goodyear Has Reduced Sales Force "Turnover"

(Continued from page 6)

the proper column, under the headings, "Good," "Fair," "Poor," or "Yes" and "No." The following questions are asked: Is he dependable, honest, tactful, courteous, resourceful, ambitious, enthusiastic, truthful? Is he inclined to misrepresent or exaggerate? Was his sales record satisfactory? Does he "wear well" with customers? Did his work show lack of initiative? Does he pay his bills? Did he drink to excess while in your employ? Is he easily discouraged? Is he lacking in loyalty? Are his morals bad? Does his wife interfere with his success as a salesman? Why did he leave your employ? What was his salary?

The usual procedure is to have the candidate interviewed at the outset, and if the composite rating is satisfactory he is then asked to fill out the formal application blank. If this also appears favorable, he is subjected to an intelligence test, or a trade test, devised by the personnel department, during which his conduct and bearing under pressure are observed as closely as the actual grade he may receive in the test. "At this point," says Mr. Elliott, "we decide definitely whether or not to employ the prospect, provided that his references are in the main satisfactory."

"We occasionally notify a prospect at the inception of our first interview, that we may not have a vacancy in our sales department for several months or a year. This eliminates very quickly those men who are simply 'job seekers,' and retains a mutual interest between the company and the successful prospect, during and beyond the period of our negotiations."

"Extreme care and courtesy is always used in eliminating an applicant. *Care*, because we never know the silent 'good-will,' inherent in the applicant, which may be used by him, in later years, to

Economics vs. Esthetics

SUITS at \$25 frequently are sold on the argument that "they make you look successful and help you get on in business."

But \$125 suits never are sold on that basis.

Because men who wear \$125 suits don't buy them to impress their friends and business associates. They are men who just naturally *would* wear \$125 suits—to please *themselves*.

Almost all fine things are preferred because they are fine, and for no other reason whatever.

That is the basis on which Old Hampshire Bond is bought and used.

Of course we don't know all the folks who buy Old Hampshire Bond. But we've met and talked with hundreds of them. Some of them are big business men; some are men in small businesses; others are doctors, lawyers, merchants, clerks. But every one we know possesses that innate something we call good taste, that instinctive appreciation of fine things, so that to write his letters on Old Hampshire Bond—the finest paper he can get—is as natural with him, and as devoid of the desire to "show off," as it is for him to rise when a lady enters the room.

And we would rather make a paper that is bought by people of this sort—because it is such fine paper—than to make ten times as much paper for people who use their stationery, their clothes, or their cars to knock other people's eyes out and "get the business."

For we like fine things too.

A generous sample of Old Hampshire Bond will be sent you if you will be good enough to write us on your business letterhead.

Old Hampshire Bond

Hampshire
Paper
Company



South
Hadley Falls
Mass.



In the Territory of

The Pawtucket (R. I.) Times

Value of Products

\$250,000,000

Annual Wages

\$52,000,000

Population

141,204

English Reading Families

29,680

The Pawtucket Times Net Paid Circulation

24,663

Here is real economy—one medium at one cost to capture an entire field that is self-evidently well worth capturing.

Business is Good in Pawtucket, R. I.

"We find that our business returned to a normal state some time ago with increases which, while not large, are satisfactory. Purchases are still small, but indicate that there is plenty of business. We find that very many manufacturers are beginning to stiffen their prices, which is usually the case when the demand increases."

WILLIAM K. TOOLE COMPANY,
Jobbers and Retailers of Hardware.

THE PAWTUCKET TIMES, Pawtucket, R. I.

Special Representatives—**GILMAN, NICOLL & RUTHMAN**
342 Madison Ave., New York, N. Y. Tribune Bldg., Chicago, Ill.
1024 Tremont Bldg., Boston, Mass.

Figures contained herein are from U. S. Census Bureau, Chamber of Commerce and Times circulation books—July, 1922.

our advantage. *Courtesy*, because courtesy is always due.

"Before a prospect is finally employed, he is required to successfully pass the prescribed company physical examination, and understands, from the beginning, that his employment is conditioned on so doing. We believe a salesman should be physically fit.

"All applications are finally approved by the Home Office, and our managers are cautioned against sending in a new man's papers for review and approval or disapproval, until at least three people have interviewed the prospect. We prefer, also, that the manager have three or four interviews with the man, our purpose being to avoid thereby, an ill chosen, hastily selected group of men.

"Very frequently our Sales Employment Manager goes into the field to interview groups of prospective applicants. The same procedure is followed as described above.

GROUP STUDY OF RECORDS HELPFUL

"In our opinion, one of the first essentials in improving the selection of salesmen is a system of adequate records, which can be studied as occasion demands. We believe that there should be available at all times, for careful study, a record showing the results obtained in the field, by the salesmen.

"A careful study of these records, coupled with a group study of the employment records heretofore referred to, we believe to be of extreme value in assisting in determining the type of man who will make the best success in the business. We believe it just as important to study the 'failure' and profit thereby as to study the success.

"A system of selection and future information, which makes a record of all the things we have previously enumerated, makes possible a record in black and white of the result. By the above method, there is a ready means of checking these records and extracting the significant points.

"Among many items we might

POSITION WANTED

As Advertising Manager

Highly trained executive of extensive experience desires a more active and responsible advertising and sales position.

Especially well fitted to serve as Newspaper Advertising Manager (has acted in that capacity), or any other position requiring a wide technical knowledge of advertising in general. Has managed and served as copy writer in direct-by-mail, department store, daily newspaper, agency, etc.

Prefers position where continuous and substantial gains are demanded.

Married—Age, 35

ADDRESS "M. D. S.,"
BOX 245, PRINTERS' INK

I Know The Man You Seek

Now employed in creative and executive capacity by one of America's greatest publicity organizations. Successful agency, retail, newspaper and house organ experience. A writer of force and imagination. He is the man I would employ had I a big enough advertising job for him. May be interviewed in New York until September 15 by addressing

George W. Coleman
1244 Little Bldg., Boston, Mass.



Available October first

FOR three years I have been the Advertising Manager of one of Baltimore's largest Furniture and Department Stores.

I HAVE learned from experience that only when a man is in total harmony with his organization—whether it be a men's clothing store or a coal mine—can he give the very best of his talents.

AM not overly enthusiastic about "personal publicity," but before signing on the dotted line, I thought it a matter of good business to spend fifty dollars in PRINTERS' INK.

"C. R.," Box 242
care Printers' Ink

mention the significance of age. Most personal history blanks ask for the age of the applicant, but many companies have not studied this information, to determine the significance of age, as shown by the success or failure of the salesmen, after they go into the field. Some companies 'just believe' that a man over or under a certain age will not, on an average, succeed, but, do they know? Their judgment may have been formed by the results of a few men, working under variable conditions.

"Lineage is another factor also. If a careful study were made of the salesmen with the best records, out of a group of fifty or more, employed by any company, we have no hesitancy in predicting that a very large percentage would be of one extraction. Two concerns, in different lines, would probably find that the same descent, among their most successful salesmen, did not predominate."

As already stated, the system has resulted not only in eliminating undesirable applicants, but in raising the efficiency of the sales organization as a whole. The business depression during the latter part of 1920 and the first half of 1921 was particularly noticeable in the rubber industry, and the company was obliged to lay off large numbers of its salesmen. This was done only after a careful study of the individual's record—his volume of sales, ratio of expense to sales, and progress in developing new business. In addition, length of service with the company was also taken into consideration, and all things being equal, the older employees were retained. None the less, a review of the situation disclosed that 75 per cent of the men laid off had been employed under the old method. Today, in spite of the company's natural preference for its older employees, 60 per cent of its sales force consists of men employed since 1918, under the new method. "The salesmen retained," says Mr. Elliott, "are making a vastly greater volume of sales per man than at any time in the company's history."

Quality Combined With Quantity

RADIO

Established 1917

With an increase in circulation to 100,000 copies in October there will be a corresponding increase in advertising rates

Six Time Orders
at present space
rates accepted up
to October first.

**100 PAGES—
180 Advertisers;
27,000 Lines of
Space in the
September Issue**

BRANCH OFFICES

New York City, 17 W. 42nd St.
Phone Longacre 8248
Chicago, 6442 Ingleside Ave.
Toledo, Ohio, 763 Spitzer Bldg.
Detroit, 620 Free Press Bldg.
Boston, 52 Irving St.
Kansas City, Mo., 1102 Republic
Bldg.
Los Angeles, Cal., Suite 510,
456 So. Spring St.
Seattle, Wash., 2957 Charles St.

Pacific Radio Publishing Co., Inc.
Pacific Building San Francisco

District Managers

A highly-rated, nationally-known organization which provides business education for executives and responsible employes has openings for three more District Managers. Owing to constant expansion, a choice of several districts is offered. These positions will pay \$10,000.00 a year or over on the commission basis.

Men between 28 and 38 years of age with unusual sales ability are required. Preference will be given those who have had specialty sales experience and are familiar with selling direct to the consumer. Accepted applicants will be thoroughly trained either in our nearest district office or in our home office in Chicago.

Having been in business for 19 years, a large clientele has been built up throughout the country, the members of which are always glad to co-operate with our representatives in helping to obtain new business. About half of our new business can be traced to this one source.

This is really an opportunity to get into business for yourself. We provide you with a meritorious service to sell and show you how to sell it and to whom. Our business expands when other business is quiet—in fact, it is this expansion which makes the present openings on our sales force. If you want to get into congenial, dignified and profitable work, write us at once and give age, education, experience and phone number. Address Stephen Gilman, Vice-President.

**2626 South Michigan Avenue,
Chicago, Ill.**

Scripps-McRae Forms Advertising Organization

The foreign advertising departments of the Scripps-McRae League have been consolidated and incorporated under the name of the Allied Newspapers, Inc., with headquarters in New York. The new organization has been formed to represent the League's newspaper advertising interests.

William H. Dodge, who has been president of the Scripps-McRae League, is president of Allied Newspapers, Inc. Harry H. Hoffman, manager of the Scripps foreign department, who has been in Cleveland, will be located in New York. James Pollock, advertising manager of the Cleveland Press, also will be located in New York.

Mr. Dodge is succeeded as president of the Scripps-McRae League by William G. Chandler, his assistant. Mr. Chandler will be in charge of the League's Ohio newspapers.

John Meilink has been appointed to succeed Mr. Pollock as advertising manager of the Cleveland Press.

Allied Newspapers, Inc., has branch offices in Cleveland and Chicago. Other branch offices in the South and on the Pacific Coast are planned.

Louisiana Town Advertised For Sale

A complete town recently was offered for sale, with full page display copy designed to attract offers used to dispose of it, by the Long-Bell Lumber Company, Kansas City, Mo. The town is Longville, La.

A map and scenes from the community were shown under the main heading, "A live, going town for sale."

The copy then went on to explain:

"Following the recent destruction by fire of our lumber manufacturing plant and arrangements for the handling of standing timber by our other nearby mills, we offer to manufacturing interests the entire town of Longville, La.

"This community town, built by us in 1907, possesses many distinctive advantages as a site for manufacturers, particularly those confronted by the necessity of providing attractive and comfortable homes for employees."

Specific advantages of the town were enumerated, including 300-model homes built and ready for use.

G. Harry Sherin Promoted

G. Harry Sherin, formerly head of the contract department of The Patterson-Andress Company, Inc., New York advertising agency, has been advanced to the position of business manager.

Heads "India Rubber Review"

Edward S. Babcox, vice-president of the India Rubber Review Company, Akron, O., publisher of the *India Rubber Review*, has been elected president of that company.

CANADA'S CROP

Send for a Copy of the Free Press Crop Estimate

The Winnipeg Free Press today announces its nineteenth annual estimate of Western Canada's cereal crop.

Canada's prairie wheat fields are the sinews of her national strength—the source of her prosperity. Through their bounty, this country, with one-thirteenth of the population of the United States, raises one-third as much wheat—raises one-third, but exports nearly as much as the whole United States.

The United States *eats* its wheat; Canada sells hers. The money for Canada's tremendous export of wheat is paid into Western Canada from outside, thence permeates through all channels of trade, and actually and literally increases the wealth of the country by the amount of its volume.

The Free Press Crop Estimate Is Canada's Basic Barometer of Business

The most careful compilation of its kind made anywhere, it is internationally accredited and universally accepted. It tells what the money crop of Western Canada is going to be—and it tells it sixty days ahead of the money. It is the guide-post of Canadian business enterprise, because it tells in time to plan business campaigns, mobilize field forces, and advertise.

Ask for one or as many copies as you want—it is compiled to broadcast its information to everyone at all interested in Canada.

Address the FREE PRESS **WINNIPEG, CANADA**

or Henry De Clerque, 1821 Mallers Bldg., Chicago
Louis Klebahn, 280 Madison Avenue, New York
R. J. Bidwell Co., 742 Market Street, San Francisco
Times Building, Los Angeles
E. J. Guy, 302 Royal Bank, Toronto
E. L. McArthur, 232 St. James Street, Montreal.

Winnipeg,
Sept. 1st, 1922

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122 S. Michigan Blvd., DOUGLAS TAYLOR, Manager.

Atlanta Office: 1004 Candler Building, GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building, M. C. MOGENSEN, Manager.

Canadian Office: Lumsden Bldg., Toronto, H. M. TANDY, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line, Minimum order \$2.75.

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D. M. Hubbard
London: Thomas Russell

NEW YORK, SEPTEMBER 7, 1922

Another Threat against Advertising

Under the heading "Legalized Piracy Threatens Advertising Field," a writer in *Forbes'* makes a plea for "constructive legislation" which will make it unlawful for any business man to imitate the advertising copy or printed matter of another. He cites several instances in which slogans, catalogue pages, and the like have been appropriated bodily, asserts that such acts, though unethical, are perfectly lawful, and paints a rather sombre picture of the menace to advertising which this situation presents. A law, in his opinion, should be passed which "would bring advertising and good-will within the field of protection."

In spite of the L.L.B. which follows the name of the writer in

question, we cannot agree with his exposition of the law on the subject, nor with his conclusions. The "threat" to the advertising industry which is represented by such practices is mainly in the imagination of the headline writer. The assertion that the simulation of advertising copy cannot now be lawfully restrained is considerably over-positive. And any law which might be drawn to prevent such simulation would, in our opinion, be productive of far more harm than good. The remedy would inevitably prove far worse than the disease.

Under the common law doctrine of unfair competition the courts have adequate power to restrain practices of this character, and in some instances they have done so when it has been shown that any actual, irreparable injury or damage resulted from the practice. The difficulty, however, is to show any actual injury of a tangible nature. It lacerates one's feelings, to be sure, when a competitor swipes a catalogue page, or imitates an advertising layout. Our sensibilities are outraged when we find our cherished slogan, or an obvious parody upon it, used in connection with the advertising of another. But in ninety-nine cases out of a hundred there is no actual, material damage done to anybody except the imitator. If a certain slogan or device is widely known as ours, its use in advertising by another simply serves as a reminder of us, and the imitator's advertising loses distinctiveness in proportion.

A sharp line of distinction must be drawn, however, between the simulation of a mere advertising device, and the imitation of trademarks, labels, and other marks of identification, actually attached to the goods. The latter practice deceives the public, and deprives the rightful owner of sales which he might otherwise have made. The business man who does that is a thief. But the man who tries to pass off his advertising copy as the advertising of somebody else hardly merits so dignified a title, and is clearly eligible for a seat in the gallery of fools.

A Consul's Unwarranted Assumption

Consul Walter F. Boyle, located at San Luis Potosi, Mexico, writing in "Commerce Reports," says:

"Before undertaking the expenditure of any considerable sum of money in efforts to secure business in Mexico by mail, it would be well to consider carefully the fact that business men of the Republic now find their mails flooded with advertising and soliciting matter from the United States, with the result that they are slow to give much attention even to letters which are really of interest."

We are afraid that Mr. Boyle has unintentionally exaggerated the situation. We do not believe that any business man in any country gets so much mediocre mail that, through disgust, he neglects even the important mail that is sent to him. No doubt the business men of Mexico receive much inferior advertising matter just as do the business men of the United States. But from this fact to make the wholesale generalization that the recipients "are slow to give much attention even to letters which are really of interest" is obviously absurd.

Going on farther, Mr. Boyle says that American companies cover Mexico adequately with traveling salesmen and that the trade is accustomed to buy from them. "It is difficult," he says, "to secure business by any less aggressive method." In this statement Mr. Boyle is unquestionably on solid ground. It is the experience of manufacturers and wholesalers everywhere that it is extremely hard to get business from retailers without the help of salesmen. Very few houses attempt to do business without sales representatives of some sort.

On the other hand, it is also the experience of most concerns that the work of their salesmen can be made much easier and a lot more profitable if the way is paved for them by an advertising campaign, either through the mails or through business paper copy, preferably both. If in addition the

consumer is being advertised to also, all the better. The salesman who goes into a territory unheralded, representing a product which is unknown and for which no demand exists, is frightfully handicapped. He has to spend valuable time and waste priceless effort breaking down the buyer's resistance, which should have been broken down by an advertising campaign in advance of the salesman's coming.

So we imagine, Mr. Boyle, that if this flood of advertising which is pouring into Mexico does nothing else, that it will at least make it much easier for the salesmen to get business. It will also enable these American houses to keep in touch with their Mexican customers between the visits of the salesmen. It may occasionally tease a mail order out of a buyer who is not able to wait until the sales representative gets around again. If it does these things, it amply justifies itself despite the Consul's statements to the contrary.

A Second Period of Inflation?

Has this country entered a second period of inflation?

That may appear to be a rather silly question. The rail strike is still raging. There are rumors of a general strike. Henry Ford has said his plants will close the middle of September. Other automobile plants may have to pull down the blinds. Some factories, in the East, are running on part time because the rail strike is hampering delivery of raw materials.

Other discouraging industrial factors are easily listed. European conditions, for example. What many executives fail to see, though, is that the same set of circumstances which, at one time, spell something close to disaster, may have an entirely different meaning on another occasion.

When factories began closing, in May, 1920, there was no doubt concerning the immediate business future. Everyone, from the largest manufacturer to the street

pedler, was overstocked. The wheels of industry ceased turning since there was already a surplus of merchandise.

That is not true today. Ford's immense factories are way behind on orders. Other plants that are closing or may have to lock the gates have sufficient business to keep a full force, or close to it, employed steadily.

This is a vital difference. It implies an eventual return to a seller's market. Depending entirely on the outcome of the rail strike we may find ourselves short of merchandise by Christmas time. The next step is higher prices and inflation is on full force.

Of course there can be no inflation without increased wages. If this is inevitable why are the railroads attempting to force wages down? That is hard to say. One might also ask why the steel corporation and several of the independents have increased wages 20 per cent. Also, why has the H. C. Frick Coke Company made a 40 per cent increase at its Connellsville plants?

Apparently, some executives are overlooking our immigration laws. They are playing a mighty important role in shaping the wage level of the immediate as well as the distant future. The subject really requires detailed treatment which space prohibits here. However, Frederic C. Howe, former Commissioner of Immigration, Port of New York, has a very interesting and authoritative article in the September *Scribner's*. Summarized, he claims we are in for a shortage of common, and certain classes of skilled, labor and that wages are bound to rise.

Then there is the seven billion dollar crop. The farmer is going to make more profit out of this than he did last year. Lower prices for his produce are being more than compensated for by lower cost of production.

The United States Post Office has issued a report saying that fifty representative cities have shown an increase of business each month since last November. The Department of Labor tells us

that "there is a strong undercurrent throughout the country in the direction of industrial recovery." According to the building trades 1922 will be a *three billion dollar* building year. The price of steel—the barometer of business—has risen. Prices on the New York Stock Exchange have been going up steadily for over a year.

There will be two differences between this period of inflation and that of the post war period. First, it will hardly reach the heights of its predecessor. Second, executives will understand it to be merely a temporary affair. Greater care will be exercised and when the inevitable slump arrives so many will not be caught in the backwash.

As for advertising—it will, once again, have the opportunity of proving its economic value.

Join Frank Seaman

H. L. Stuart and Frank R. Farnham have joined Frank Seaman, Inc., as account representatives.

Mr. Stuart was recently New York correspondent of the Boston *Herald*. He had previously been assistant editor of the London *Daily Mail* at Paris, and had been attached to the British Mission in Paris. Before serving in the British Army Mr. Stuart was with the United Shoe Machinery Corporation, Boston.

Mr. Farnham was recently vice-president of the G. P. Foute Advertising Agency, Inc. He had previously been with the McGraw Publishing Co., now McGraw-Hill Co., Inc., for ten years, and had been with Charles Austin Hirschberg and Albert Frank & Co.

Cleveland Ad School Opens This Month

The advertising course conducted by the Cleveland Advertising Club will start this year on Sept. 20. In addition to the regular faculty, which is headed by Charles W. Mears, lectures will be given by Professor George Burton Hotchkiss, New York University; Ben Nash, New York; Henry Turner Bailey, Dean of the Cleveland School of Art; S. R. Latshaw, Butterick Publishing Company, New York; Amos Parrish, New York; L. W. Ellis, vice-president of The H. K. McCann Company and others.

Miss Mary B. Ennis has been appointed vice-president, representing women, of the Pacific Coast Advertising Association. Miss Ennis is advertising manager of The Emporium, San Francisco.

The Short Road to Stability

There isn't any. It's doing the complete job in the right way that brings lasting success.

In advertising, no plan is complete that fails to look beyond the immediate present.

And if you take that look, you must recognize the fact that each year will bring you an entirely new group of possible customers.

Today they are the on-coming men with whom you must do business in a few short years.

Instead of scrambling to get them when you need them most—make sure of them when they are the easiest to get. Advertise to them while they are boys.

BOYS' LIFE, The Boy Scouts' Magazine, can furnish you with a likely lot to work on. Their average age is between 15 and 16. What you impress upon them now will stick through manhood.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Avenue
New York, N. Y.

203 So. Dearborn Street
Chicago, Ill.

Publisher, Boy Scouts of America

WANTED Plant Superintendent

An experienced executive capable of directing the operation of an open shop printing plant in Chicago, of twenty cylinder presses, engaged in the production of particularly fine catalog work, both halftone and color process. The man we want must co-operate with the management in the maintenance or improvement of typographical excellence and fine press work, down to the smallest detail, without losing sight of efficient operation. Give full particulars as to past experience and salary expected. Replies confidential. Address "D. O.," Box 243, Printers' Ink, Chicago office.

Agency Interest For Sale

Half interest in well established progressive agency on Pacific coast; thoroughly organized, equipped and financed. Has full recognition, and although not serving large number of accounts the business handled is the most desirable and produces substantial income. Business now supports staff of eight, and can be rapidly developed. Only consider sale to thoroughly competent agency trained man who can devote entire time to business, preferably a man who can contact as well as create. Must have good personality with record for past performance. This offer is made for the sole purpose of developing this business, and to the right man there is a real opportunity open. He must be trained to 4-A standards—price ten thousand dollars cash. Replies should be complete as to qualifications and experience, and will be held strictly confidential. Address "F. M.," Box 246, Printers' Ink.

Gubernatorial Nominee Would Advertise State and Section

The appropriation of \$500,000 to be used in newspaper and magazine space to advertise northern New England and Massachusetts in particular is being urged as a campaign plank by former Mayor John F. Fitzgerald of Boston, candidate for democratic nomination for governor in the Massachusetts state primaries.

The candidate declares that, if elected chief executive of the state, he will have \$100,000 taken from the Bay State public automobile fund, which amounts to approximately \$10,000,000, for the purpose of paid advertising to boom the State as a summer recreation playground. He claims that, in his opinion, Maine, New Hampshire and Vermont would add \$50,000 to this, making a total appropriation of \$250,000.

The former mayor in his campaign speeches predicts that boards of trade, chambers of commerce, hotels and other organizations would volunteer \$250,000 more, making a total of \$500,000, which would be used along lines similar to that followed by California.

"Everybody is familiar with the tremendous strides that California and Florida have taken the last ten years because of the advertising of their climate," he said recently. "Small towns have become big cities within a short time and untold wealth has been brought into these States from the outside by judicious advertising. Every man, woman and child in California and Florida has been benefited.

"The same will be true of Massachusetts. The summer resort business is a big one here now. There are hundreds of hotels that employ thousands of people and pay millions of dollars in taxes, whose business will be improved if, by judicious advertising, we can bring thousands of people into the Berkshires and the Cape and on the North and South Shore, who never would know anything about these places except through the public print."

Death of Lucien H. Barkdull

Lucien H. Barkdull, secretary of The Richardson-Briggs Company, Cleveland advertising agency, died recently in Chicago after a brief illness.

Mr. Barkdull started his career in advertising with the Charles H. Fuller Company, which he left to join Lord & Thomas. Later he became space buyer for The Martin V. Kelley Company, Inc., Toledo. He had been associated with The Richardson-Briggs Company as secretary since its organization.

J. A. White Made Officer of U. S. Light & Heat Corp.

John A. White, who has been sales manager of the battery department of the United States Light & Heat Corporation, Niagara Falls, N. Y., maker of USL storage batteries, has been appointed vice-president of the company in charge of sales to manufacturers.



Take no chances with your samples

Could you recover the full value in case of loss or damage?

A North America Commercial Travelers' Policy will protect the samples of an entire sales force to the full cash value.

For details, fill out and mail the attached memorandum to our Philadelphia office.

Any insurance agent or broker can get you a North America Policy.

Insurance Company of North America PHILADELPHIA

"The Oldest American Fire and Marine Insurance Company"

Capital \$5,000,000 Founded 1792



MEMORANDUM (Mail at once)

INSURANCE COMPANY of NORTH AMERICA Dept. W 97
Third and Walnut Streets, Philadelphia, Pa.

Send full information regarding Commercial Travelers' Insurance

To _____

Firm _____ (Name)

Address _____

The Little Schoolmaster's Classroom

The Schoolmaster notes with considerable interest that "a halo of abiding florality hovers always round the wearer" of a certain kind of perfume. That sounds impressive. But why not "floral-icity"? What is worth doing at all is worth doing well.

* * *

If frankness is a virtue, there is considerable merit in the following announcements by Raymond's, a Boston department store. The full newspaper page is headed "More Scalper Suits," and the copy goes on:

"Lott'er different kinds er stuff in this bunch. Some s'tuff, some s'tuffer but none tuffest. We hope you can stanem coz we can't, and wanter get rid of 'em—ready Friday mornin' at 8.30.

"One bunch real men's suits, sizes 36 to 46, regulars and stouts, Fifteen Dollars—jess the same.

"Nuther bunch two-piece summer suits, some genuine palm beaches, but mostly small sizes. Four Dollars—no use to markem more.

"Nuther bunch young men's sport suits with two pair pants (wuss yet), look like Tweeds and possibly be—Fifteen Dollars—jess the same.

"Bunch men's suede golf jackets, look pooty good but not muchuver bargain, Ten-Fifty—wouldn't be surprised if yer could find 'em marked more in some places."

"The Democratic Store" is the slogan which appears most prominently in connection with the copy, and the next time the Schoolmaster is in Boston he expects to drop in and see if his old friend Hosea Biglow is anywhere around.

* * *

The Schoolmaster had occasion to insert a want-ad in a New York newspaper recently. He dashed off his message hurriedly and in the conventional language long known to this field of adver-

tising. He was desirous of persuading a cook to go into the country for a month or so.

"Now wait a minute," reproached the young man on the other side of the counter, "is that the best you can do? There's not a bit of originality in what you have written down. It reads exactly as do thousands of other similar appeals.

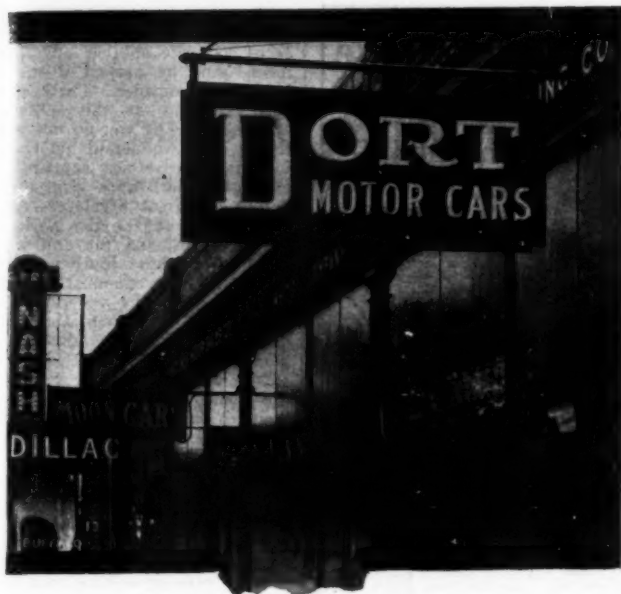
"Why is it that people do not exercise a little more care and originality in composing these tiny advertisements. Experience behind this counter has shown me that every time someone gets off the beaten path and writes real salesmanship into a want-ad he is certain to achieve his purpose.

"It would almost pay a newspaper to have a corps of advertising writers to prepare messages for advertisers. For some reason, ninety-nine per cent of those who insert want-ads in newspapers employ a stupidly set form. They never depart from it. When someone comes along who does veer wide from convention, we notice that he gets satisfactory and immediate results.

"As much salesmanship can be written into a want-ad as into a magazine page. If you want to get a cook to go out into the country you'll have to do better than that!"

* * *

The Schoolmaster was visiting at Nantucket for a week and fond always of the local weekly newspaper, he happened to see in one issue an announcement of a sale of old furniture. An Islander's home was being broken up, and the public was invited to participate. There are so many visitors on Nantucket at this season that the appeal of the genuine antique might well bring about a quick sale. But the advertisement was written coldly. It was a mere statement to the effect that the furniture was to be sold.



A Flexlume Sign Turns Publicity Into Sales

PEOPLE know of your car, your vacuum cleaner, your canned soups—they know them through advertising, but do they know where they can be bought?

A Flexlume Electric Sign tells them. It turns publicity into sales.

Flexlume Signs are day signs as well as night signs—raised, snow-white, glass letters on a dark background. They have greatest reading distance, lowest upkeep cost, most artistic designs. Any trademark can be perfectly reproduced in the raised, Flexlume letters.

Let us send you a sketch showing a Flexlume Sign to meet the needs of your particular business

The Flexlume Sign Co. ELECTRICAL ADVERTISING

32 Kail Street, Buffalo, N.Y.

Pacific Coast Distributors
Electrical Products Corp.
Los Angeles, Cal.

Canadian Factory
The Flexlume Sign Co., Ltd.
Toronto, Ont.

Able Executive

(in general business organization and development)—now getting results, in full charge of

MERCHANDISING SALES ADVERTISING

with one of America's leading manufacturers and marketers of necessities (and with a selling and clerical force of several hundred under his direction), is—for reasons wholly personal—

Open to New Engagement

in the above stated capacity, on or after Nov. 1st. or for Jan. 1st. Location—not material; familiar with all sections.

American (Gentile); man of family; age, 46; over twenty years' broad and intensive merchandising, sales and advertising experience in diverse standard and specialty manufactured products and classes of service—plus fully seasoned judgment and indomitable resourcefulness and vitality.

KNOWS—thoroughly: Markets investigation procedure; coaching and handling of all types of salesmen; "mail-order" and personal-contact selling; jobber, retailer and consumer distribution; planning, creating and operating of all classes of general and direct publicity material and activities; also Advertising Agency practices, publishing, and the allied trades.

Has earned above \$15,000 per year. Minimum salary for 1933, \$12,000; or \$10,000 plus percentage or commission on increased business. Under mutually agreeable conditions, an opportunity to acquire interest would be welcomed.

"M. S. A., Box 254, Care Printers' Ink, 185 Madison Ave., New York City.

SLIDE-O-GRAF

tells your story where you sell your goods. Automatically enlarges and flashes 6 colored slides at intervals of 10 seconds.

Folder on request

Standard Slide Corp. 209 W. 48 St. N. Y.

American Lumberman

Est. 1873.

Chicago

The Largest Paid
Circulation in the
Lumber Field.

MEMBER A.B.C.

There were less than ten people at the sale. A visiting writer offered to write another advertisement. And he packed it to the brim with romance. There were such snatches as this:—"Come and see—even if you do not wish to buy—the wonderful old chairs in which native sea captains of ancient whalers were wont to sit before the great fireplaces—come and see the chests that went on long voyages, and the dim written logs of those journeys often as far as the cannibal islands. Come and see the venerable antiques that date back almost to the founding of the island—and perchance you will want to ascend to the white watch tower of this old home, where the wives were wont to stand, looking out across over the moors." The next sale was packed and jammed.

* * *

Who says that the dealer in the small town is behind the times? Here is an actual experience, bumped into by the Schoolmaster, after a reading of his own suburban newspaper.

This is the advertisement: "Mr. Fisherman: do you know many nearby ponds have been restocked? The Southern New York Fish and Game Association has recently restocked many of our Westchester streams and ponds. Drop in and Mr. Kruger of our Sporting Goods Department will give you information about the ponds so restocked, also tell you the

Manufacturer Wants New Product

One of our clients, who is an old and well-established manufacturer with 25 years' experience in the hardware and implement field, wants new products to manufacture. Will make on royalty basis, buy outright, act as sales agent, or manufacture on bid basis. Wants an idea or product suited to metal or wood working plant and preferably one that can be sold for about \$25. Give all details in first letter. Gray Advertising Co., Gray Bldg., Kansas City, Mo.

Sales Executive

**36 Years Old ; 15 Years' Experience
Seeks Permanent Opportunity**

I HAVE had wide experience in sales, salesmanagement, organizing and general executive work. Seven years with large manufacturer of electrical supplies and apparatus, leaving them while manager of a branch in South America; sixteen months with export house, in charge of sales for Mexico City and later manager in New York of Mexico and West Indies Department; three years manager of export department of hardware concern operating on international scale.

I am a graduate electrical engineer and have good knowledge of cost accounting, general accounting and credit and collection work. I speak Spanish fluently and possess good working knowledge of Portuguese and French. Will consider connection as sales manager or general executive in charge of sales for domestic work, foreign work or both. Address "H. P.," Box 248, care of PRINTERS' INK.

Beating Competition requires real brains!

Perhaps you are blindly copying the leader in your line.

Get Off Your Knees!

Stop taking his dust! He eats the same food you do. Use your brains; find a way out, or let those who have succeeded tell you how to prosper.

A Twelve-page Booklet
"Beating Competition"
points the way—sent free.

THE PRINTING ART
Cambridge, Mass.

WANTED "A GO-GETTER"

who has sold outdoor advertising—(preferably one having had experience with the Cusack or Gude Co.'s).

To a "man who can produce" is offered an opportunity to identify himself with a young concern that is growing fast.

"A chance to become part of us" after you have proven your mettle.

Tell the story of your past record and qualifications in first letter. All correspondence confidential.

Address "G. K.," Box 247,
PRINTERS' INK.

easiest and quickest ways of reaching these fishing haunts. We can supply you with just the equipment you will need for your trip."

The Schoolmaster had a hankering for fish and for information. He consulted Mr. Kruger.

The advertisement lived up to its promise. But what was most significant was the crowd around that counter. Mr. Kruger was very much in demand. There were a half dozen men at the counter when the Schoolmaster arrived, and others arriving every few minutes.

It seemed to prove that where advertising has a definite objective and where it offers real assistance to the prospect, there is certain to be response.

Mackintosh Leaves La Salle University

Charles Henry Mackintosh, former president of the Associated Advertising Clubs of the World, has resigned as sales and advertising counselor of La Salle Extension University. He will open an office in Chicago Sept. 18, for consultation and service on sales and advertising matters.

Shoe Polish Account with San Francisco Agency

The Brooker French Polish Company, San Francisco, manufacturer of shoe polishes, is running an advertising campaign in Pacific Coast newspapers.

The account has been obtained by the Lockwood-Shackelford Company, advertising agency of San Francisco.

House Magazines

To any company contemplating the use of a customers' house magazine, we will gladly send a copy of *The William Feather Magazine* and samples of publications we are now producing for our customers. An economical and effective service—in use fifteen years.

The William Feather Company
605 Caxton Building, Cleveland, Ohio

TWO MAGAZINES FOR ADVERTISING MEN

NATIONAL ADVERTISING Magazine tells National Advertisers how to spend advertising appropriations to the best advantage in Newspapers, Magazines, Farm and Trade Papers; analyzes media and criticizes selling copy; monthly; send 50 cents for current number or \$3.00 for twelve months' subscription.

POSTAGE Magazine is devoted exclusively to Direct-Mail Advertising.

Tells how to write Letters, Circulars, Booklets, House Magazines; monthly; send 25 cents for current number or \$3.00 for twelve months' subscription.

18 to 22 East 18, New York

Use Newspaper Space to Protest Philadelphia Fair

A number of industrial and manufacturing concerns of Philadelphia, the presidents and directors of which are opposed to the proposed Sesqui-Centennial of 1926, have used 700-line space in the Philadelphia papers to voice their protest. The copy stated that in the opinion of the undersigned the advantages did not balance the disadvantages. The advertisement appeared a day before the first meeting called by the newly elected president, Colonel Franklin D'Olier.

Returns to "The Canadian Municipal Journal"

Harry Bragg has returned to *The Canadian Municipal Journal*, Montreal, as editor and manager. This publication was established by Mr. Bragg in 1905 and was under his management until 1918 when he took charge of the Municipal Department of the Canadian Repatriation Committee.

He will have associated with him H. Wisely Bragg, business manager; C. H. Armstrong, advertising manager, and E. Jefferies, manager of the extension work.

E. B. Hemmer with Apple Gum Co.

E. B. Hemmer has been appointed sales manager of the Apple Gum Co., Inc., New York. Mr. Hemmer was formerly with the American Druggist Syndicate and the American Chiclet Company.



Pen drawings
two inches square
\$2.50

Send for a folder

RAYMOND H. LUFKIN

127 FEDERAL ST. BOSTON 1922

Broadly Experienced Executive

Seeks Connection as Advertising Manager Promotion Manager or Sales Manager.

Thoroughly Competent Practical. Square.

Box 12, City Hall P. O., N. Y.

Mr. Earnest Elmo Calkins in *Printers' Ink* says that **HUMAN NATURE IN SELLING GOODS**, by James H. Collins, is among the ten best books on advertising. Price, 60 cents, postpaid.

HENRY ALTEMUS COMPANY Philadelphia

EVENING HERALD

LEADS ALL LOS ANGELES DAILY NEWSPAPERS IN TOTAL PAID CIRCULATION.

Government statement for six months ended March 31, 1922

average **146,233** daily

Representatives:

H. W. Moloney Chicago:
604 Times Bldg. G. Logan Payne Co.
New York: Suite 401, Tower Bldg.
6 No. Michigan Ave.

COPY MAN WANTED FOR CALIFORNIA AGENCY

Must have good English education—business judgment—agency experience

Write 6923 Chappell Ave., Chicago, for appointment. Head of Agency will be in Chicago for the last three weeks of September.

"GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost fifty-five cents a line for each insertion. No order accepted for less than two dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Monday Morning

BUSINESS OPPORTUNITIES

Long-established, high-grade printing plant, one hour from Penn. Station, is in a position to offer exceptionally favorable rates for regular monthly runs. Auto deliveries, close co-operation. Glen Cove Press, Inc., Glen Cove, Long Island. N. Y. Tel. 498.

Printing Machinery and Supplies

New or Pre-Used
Printers' Complete Outfitters
CONNER, FENDLER & CO.
New York City

For Sale—The Parkesburg Journal, Parkesburg, Pa., without plant. Very satisfactory arrangements can be made with the present owner to print the newspaper. Will be sold very reasonable to a quick buyer. The H. C. Bucher Company, Honey Brook, Pa.

WANTED—Eastern representative for Kansas City Golfer, a new Golf magazine covering the Kansas City Trade Territory intensively. Official publication of the Kansas City Golf Association. Good buy for national advertisers desiring to work this fertile field. Here's an opportunity to add a real corner to your list of paying magazines. Write M. E. Townsend, 808 Grand Avenue, Kansas City, Missouri.

EXCLUSIVE SELLING RIGHTS

on an
EXCLUSIVE PRODUCT
are open to
THE RIGHT MAN

This is not specialty work. It requires the highest type of salesman. Is an excellent opportunity for a man to develop a business of his own in New York, Boston, Philadelphia, Hartford, Albany, Springfield, Richmond, Pittsburgh or Buffalo. Write Box 807, Printers' Ink.

HELP WANTED

Agency Copy Writer Wanted—Samples of work will be returned. Give full details in first letter: Age, salary, past connections, date you could report, etc. Address Box 796, Printers' Ink.

Wanted—First-class reporter, one with editing experience preferred. Permanent. Good future. Leader, Corning, N. Y.

Printing Establishment desires high-grade Layout Man, thoroughly experienced, who can follow up work. Write, stating age, experience and salary expected. Box 814, Printers' Ink.

Advertising Salesmen Wanted

Commission only
Well-known proposition
Apply Room 204
105 West 40th St.

A LAYOUT MAN who wields a sketchy pencil can make an unusually attractive connection. Box 830, Printers' Ink.

Wanted—High-school graduate in our service department to start on clerical work and work up to salesman. Christian; must have good references; salary to start \$15.00 per week. Address Print Shop, Box 802, Printers' Ink.

JUNIOR SALES EXECUTIVE

National magazine wants young man who is built of the kind of timber that will season into a responsive executive; salary to start, \$2,000; give full details of experience in your letter of application. Box 828, Printers' Ink.

NEWS CORRESPONDENTS

wanted by well-known and progressive trade-paper covering leather and findings fields. Such cities as New York, Philadelphia, Pittsburgh, Milwaukee, Detroit, St. Louis, Dallas and Louisville not as yet represented by correspondents. Applicants must be men experienced in news gathering. Address Box 808, P. I.

WANTED First Class SALESMEN

Men who can sell a big advertising idea. Straight salary and big enough to pay for the best efforts of a man who is in the habit of turning in orders. Headquarters in Chicago. Box 800, P. I.

Wanted—A writer of men's clothing advertisements; one who has had experience in writing high-class institutional and productive sales copy; a man who can be original in thought and execution and who feels capable of keeping a fast growing retail store growing right to the top of the heap. Store is in inland city, 150 miles from New York. Good opportunity for advancement. Apply Box 809, Printers' Ink.

Advertising salesmen can make extra commission selling our exclusive feature Christmas Greeting Card line to Banks, Merchants and Sales Offices. High-grade in every respect. Address Box 792, P. I.

SALES AND ADVERTISING MANAGER

Wanted to take hold of a small Phila. organization manufacturing punch boards. Aggressive man needed to develop business through advertising, circularizing and establishing sales representatives throughout the country. State age, past experience, salary desired and furnish samples of work. Box 797, P. I.

I want an advertising solicitor for the local staff of a daily and Sunday newspaper in one of the largest cities in the United States. The man who is selected for this position has already proved himself to be a high-pressure go-getter. If you will briefly outline your career, age, advertising experience, and salary you think you can earn, your letter will be promptly replied to. Address: Box 816, care Printers' Ink.

ADVERTISING ASSISTANT

To assist in Sales and Advertising Departments of large Brooklyn concern manufacturing a technical product. Experience in handling detail work and a knowledge of engraving and printing is essential. Ability to write copy is desirable. Should also be capable of writing sales letters in answer to quotation inquiries. Write stating age, experience, salary, etc. Box 815, P. I.

New York State advertising agency, with New York City office, needs a copy writer and layout man on national accounts. Ability to write, agency experience and ability to sketch in black and white and color essential. Experience in buying art work, plates and printed matter desirable. State age, nationality, salary desired; give outline of your experience and enclose proofs of your published work and sample layout or sketch with your letter. Box 813, P. I.

ARE YOU A

"SELF-STARTER"

We want a man who can start something on his own initiative. We are looking for that kind of a business-getter. One who has had experience, who can originate ideas, secure accounts, bring results, increase the business, work in harmony, and feel secure in an old and well-established Advertising Agency. Good money and permanence for the right man. Give full particulars of your experience and qualifications. Address Box 793, P. I.

—ARTISTS and BRAINS

We offer steady position to a steady man *with brains*. Must be capable of making good, up-to-date layouts and *drawings in different mediums*. Ability to work fast is of prime importance. This is a good opening for a good man. Buckbee-Mears Co., Saint Paul, Minn.

THE ARTIST WE WANT

is above all, *versatile and capable*. A man of broad experience, able to design a single display card or booklet; equally competent to produce "roughs" or drawings for a complete direct-mail campaign. A man who can turn out a poster in full color or a thumbnail sketch in line with equal facility. In brief, a trained artist with an advertising man's viewpoint.

Write, giving full particulars of previous connections and experience, and ideas as to compensation. Please enclose samples. Address, The Ronalds Press & Advertising Agency, Limited, Montreal, Canada.

OPPORTUNITY

A well-known Chicago manufacturer of nationally advertised popular priced patented product, established ten years, needs in his organization a high-grade general sales manager familiar with wholesale and retail drug, hardware and department store trade.

Or a competent inside man to handle office correspondence and finance so that present executive can be free to travel and handle national sales promotion.

Investment of \$10,000 or more is required to justify the responsibility that will go with this position.

Replies will be treated in confidence. Address: J. J. Finlay, care of Arnold Joerns Company Advertising Agency, 26 E. Huron St., Chicago.

A morning newspaper in a city of nearly a half million is desirous of the services of an expert advertising copy-writer, who can also develop selling ideas for the local advertising department. Good opportunity for the right man. Give references and state salary desired. All communications will be considered confidential. Address

Box 811,

Care of Printers' Ink

Wanted:

An advertising solicitor to cover Mid-Western territory for a business paper of the highest standing. State age, references and experience. Box 798, c/o Printers' Ink.

MISCELLANEOUS

WANTED—ONE CYLINDER PRINTING PRESS, single color, size 27x40; one 14x22 jobber. Must be in first-class condition. Box 791, care of Printers' Ink.

Furnished House, to rent to private family or small club. 8 rooms, 2 baths; electricity; steam; fuel assured. \$300. Phone Plaza 1598 after 4. 313 East 50th Street.

SHERBOW'S CHARTS, as good as new, will sell for half price as present employers have a set. First \$25.00 received gets the 4 vols. complete. R. G. Smith, 405 Arch St., Philadelphia.

FOR SALE—CHEAP

Multicolor press, complete, with type, cases, stand, galley, 19-inch cutter, etc. New would cost over \$1,000; sell for \$650. Geo. C. Olmsted, 316 Glencoe Bldg., Duluth, Minn.

PUBLISHERS—ATTENTION!

We furnish Mss. on all subjects by competent authors. Will take advertising in exchange for all or part of our service. Reasonable rates. Write us your wants. Literary Bureau, Pub. Dept. 170, Hannibal, Missouri.

WANTED

Job Printers who want to know how to quote their own prices (printed) always up-to-the-minute, "right off the bat," on 100 to 10-M lots of almost any job of printing, to postal name and address NOW to Hart Printing Co., Publishers, Danville, Va.

POSITIONS WANTED

Advertising—Young man, big store and newspaper and selling experience, open for immediate change. Moderate salary. Chidsey, 45 E. Antietam St., Hagerstown, Md.

OUTDOOR ADVERTISING SALESMAN having real executive ability and broad experience wants connection with agency handling outdoor accounts. Box 822, care Printers' Ink.

EXECUTIVE SECRETARY

Some newspaper or magazine needs an editorial assistant or secretary to chief officer. I want that job. Qualifications: experience and special training—business and literary—in newspaper offices; able, loyal, dependable. (Young woman.) Box 806, Printers' Ink.

YOUNG WOMAN, college graduate, three years' experience printing, engraving, proofreading, office management, desires position. Box 817, care Printers' Ink.

Can an advertising agency use a young man, 19, with two years of advertising experience? Can furnish excellent references and will do anything. Box 824, care of Printers' Ink.

Advertising-Circulation Promotion, Research, Copy Service, Printing, Making Office Management. 12 years background Trade Paper and outside experience. East preferred. Box 799, Printers' Ink.

ARTIST

Young man, 18; knowledge lettering, cartooning, illustrating, copy writing; desires position with N. Y. firm. Moderate salary; some experience. Box 801, P. I.

Advertising Manager desires change where honest, efficient effort is appreciated. 17 years experience. Real executive. Protestant, married, and a business producer. Prefer Eastern papers. Box 795, P. I.

Advertising Solicitor—Real Producer, has experience and gets results, wants connection with good publication. Excellent references from present employer. Address Box 804, P. I. Chicago Office.

EXPERIENCED

PEN-AND-INK ARTIST

Agency, Studio or Engraving House, in or near Los Angeles. Write for samples and particulars. Box 803, Printers' Ink.

Publicity Secretary; House-Organ Editor. Chamber Commerce, Editorial, Advertising experience. Exceptionally capable woman. Versatile writer. Can conduct successful community campaigns. Anywhere in the United States. Box 821, care Printers' Ink.

Copy Writer—Secretary—Assistant

Young college woman with advertising and editorial experience could relieve a busy advertising manager or editor of much detail. She is an excellent correspondent and an expert stenographer besides. Box 805, Printers' Ink.

Woman Copy Writer—Secretary—Stenographer

Eight years' experience as private secretary, court reporter and correspondent. I.C.S., Advertising Student, with record termed "excellent" and "unusual" by instructors. Well educated; fine command of English. Seeking opportunity for creative work with chance for advancement. Exceptional recommendations. Box 819, Printers' Ink.

SPORTING EDITOR—Nationally known writer on sporting topics who gets results for Editors and Publishers. A worker and stayer—2 to 3 years each job. Boston, St. Louis, Cincinnati, Los Angeles, etc., etc. Old athlete who knows sporting values. Also knows how to develop and hold reader interest. Writer of class and character who has real record of accomplishment. Address Box 810, Printers' Ink.

YOUNG MAN desires opening in Chicago or Cleveland as advertising copy writer, or with House Organ. References. Now employed. Box 824, care of Printers' Ink.

Experienced copy writer, detail man and solicitor desires to associate himself with an aggressive organization; now employed in the West, and desires to return to New York. Box 832, P. I.

Planning, Layouts, Artwork on Booklets and Catalogues. Piece work or part time. Grant me an interview. At present employed. Box 823, P. I.

Wanted—Position as Ad Man. Have been Advertising Manager on Daily for past year. Experienced in designing, layouts and copy writing. Will take place as copy writer. References. C. R. S., Box 41, R. F. D. 1, Hampton, Va.

I AM THE MAN

if you need Personality, Pep, Address, Originality, Brains and, above all, Real Sales Ability. For verification address Box 825, Printers' Ink.

COPY MAN with three years' experience on copy, plans and contact with association member agency, will soon be available. Hard worker, bullet-proof writer and successful in building up small accounts. College graduate, single, 26 years. Box 812, Printers' Ink.

Advertising manager of trade publication seeks new connection with proposition of merit. Has had agency experience, knows printing, art, etc. Experienced organizer, creative, energetic, analytical, sound judgment, experienced in handling men. Age 30, married. Will start at \$75 weekly. Box 794, Printers' Ink.

Experienced Advertising Woman, now managing advertising of one of South's largest department stores, desires to return to New York in department store, specialty shop or agency work. Clever, sprightly, human-interest copy. Thorough knowledge of type, cuts and general layout. Highest credentials. Box 827, P. I.

ARTIST

Excellent, all-around man, versatile and rapid—good on color ideas and layouts; 15 years' experience in commercial art. Would like 3-or-4-day-a-week proposition with good New York organization. At present in charge of art department of large New York daily. Box 826, Printers' Ink.

SALES—ADVERTISING—BUSINESS EXECUTIVE of exceptional Mail-Order, Financial, Organization, Accountancy and all-around high-grade managerial training and experience, seeks immediate new connection. Twenty-six years' active and successful record; ten years with one large concern. Fully competent to organize a business from A to Z, and direct. Will consider any clean proposition, of merit, on reasonable guaranteed salary until demonstration of efficiency. Address Box 818, Printers' Ink.

WE CONNECT THE WIRES

DIRECT ADVERTISING EXECUTIVE, agency plan and contact man, analyzes sales problems and builds from the ground up. Now manager of plan department of large advertising and selling corporation. Knows automobiles, farm machinery, office equipment, medicines, etc. "Stodious, aggressive, polite; has executive ability." Age 28, college trained, 8 years' experience; now getting \$4,000, ready at same figure. No. 12,100.

FERNALD'S EXCHANGE, INC.

THIRD NAT'L BLDG., SPRINGFIELD, MASS.

CLEVELAND, OHIO

DIRECT-MAIL SPECIALIST, not a theorist but a practical, experienced mail salesman who has made good. Has sold by personal solicitation, by mail and prepared much effective advertising. Now employed as sales-advertising manager. In the early thirties; married. Box 831, Printers' Ink.

Publishers Production Man

A hustler under 35 years with 15 years' all-around publishing experience, rich in profit-making ideas, experienced in practical management, knows printing, engraving, paper and bookbinding thoroughly. Can handle circularizing department, thoroughly familiar with C. O. D. sales plan and knows how to effect short cuts. Will start at moderate salary. Box 829, Printers' Ink.

Binders for Printers' Ink

\$1.00 Each, Postpaid

PRINTERS' INK binders will hold an average of ten copies each. Figure five binders for a year's copies. Each issue, as received, can be securely fastened in the binder, by a very simple arrangement, and will open like a book, with all inside margins fully visible.

Made of heavy book board, insuring durability. Covered with Interlaken Book Cloth; lettered in gold.

Printers' Ink Publishing Co.

185 Madison Ave. New York

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Outdoor Advertising

NATION-WIDE

110,000,000
CIRCULATION

GET THE FACTS—

about the adaptability of OUTDOOR ADVERTISING as a constructive force in the development of your business.

Surprising things have been accomplished, and notable successes are recorded in annals of business history, that are directly indebted to

OUTDOOR ADVERTISING

Thos. Cusack Co.

CHICAGO

HARRISON
LOOMIS &
CONGRESS STS.

NEW YORK

BROADWAY
FIFTH AVE.
AT 25TH ST.

BRANCHES IN 45 CITIES OPERATING IN OR
REPRESENTING OVER 8 500 CITIES AND TOWNS



PROOF that New York is a Receptive Market

THREE years ago, in June, 1919, a well-known firm from Chicago opened a plant to manufacture and sell in New York a new product in an overcrowded field. The article was consistently advertised and selling effort kept up at all times. Within three years, in June, 1922, this manufacturer was selling one of every three buyers of such commodities in New York City, and the product itself enjoyed the largest sale in the United States in its field.

THE manufacturer was The Chicago Tribune. The product was The Daily News—grown from nothing to more than 500,000 copies a day—bought by one of three morning newspaper buyers in New York City.

The demand that made this newspaper can be tapped through it! The wanted newspaper is a good medium to reach the wants of its readers. Get the details!



THE NEWS

New York's Picture Newspaper

25 Park Place, New York Tribune Bldg., Chicago

Largest Morning Circulation in New York